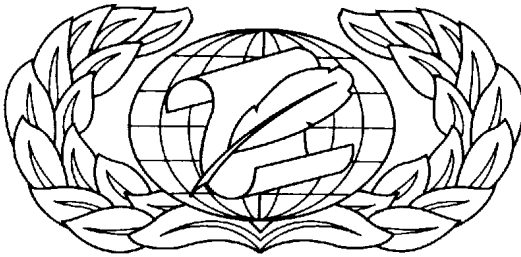


DEPARTMENT OF THE AIR FORCE  
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CFETP 3A0X1  
Parts I & II  
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## **AFSC 3A0X1**

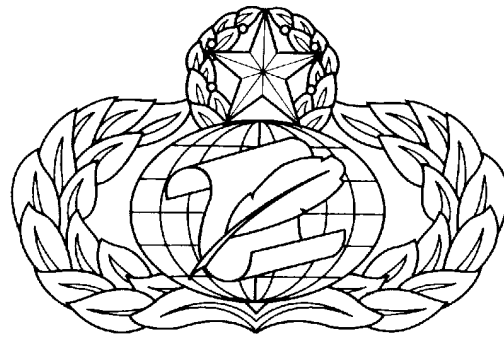
### **INFORMATION MANAGEMENT**



**BASIC IM BADGE**



**SENIOR IM BADGE**



**MASTER IM BADGE**

### **CAREER FIELD EDUCATION AND TRAINING PLAN**



**CAREER FIELD EDUCATION AND TRAINING PLAN (CFETP)  
INFORMATION MANAGEMENT (IM) SPECIALTY  
AFSC 3A0X1**

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**INFORMATION MANAGEMENT SPECIALTY  
AFSC 3A0X1  
CAREER FIELD EDUCATION AND TRAINING PLAN**

***Part I***

**Preface**

**1.** Global Engagement provides the Air Force's vision of air and space power. It charts a path into the next century as an Air Force team within the joint team. The six Air Force core competencies and three core values are integral elements of this vision. The communications and information core competencies are a logical extension of the Air Force core competencies. They provide a construct for the communications and information professional's role as an aerospace warrior who brings the unique competencies in applying communications and information capabilities in support of aerospace power. The communications and information core competencies are:

Combat Ready Communications and Information Forces  
Connectivity -- Global Grid  
Information Assurance  
Information Resource Management  
Network Operations

**2.** As an Information Manager you play a key role in employing these core competencies listed above. Information is a resource critical to readiness; it is a force multiplier. By decisively managing DoD and Air Force information, military force effectiveness is multiplied. Military and civilian leaders, and their staffs, at all levels of command and within every organization, must view information as a strategic resource. Our "Mission" is to provide our customers the expertise and guidance to organize, integrate, and use information as a critical national resource to achieve the Air Force mission. Our "Vision" is to leverage the power of information in partnership with customers. Information...on time, on target. And our "Values" are: teamwork, customer focus, and being innovative. The right information, in the right format, must be delivered at the right time--regardless of the environment.

**3.** The IM CFETP is the framework for meeting training challenges of the future. As the Air Force downsizes, we must continue to employ our most valuable resource--the people--more effectively. The men and women of this career field must have the skills and abilities to accomplish both wartime and peacetime missions. Career field training must be dynamic, flexible, and verifiable. This CFETP provides guidance for the planning and development, strongly emphasizing life-cycle planning and process reengineering, for every airman contributing to the IM mission.

**4.** The CFETP outlines the training information managers need at various times during their career to perform effectively. Management uses parts I and II to plan, manage, control and

document training. Following this plan and command supplements will enable the Air Force to train today's information managers' work force for tomorrow.

**4.1.** Part I provides the information necessary for overall management of the IM career field. It contains administrative details and a specialty description, explains the purpose and use of the CFETP, identifies career field requirements/progression, provides career field information, and documents training decisions. In addition, each skill level is defined, resource constraints are identified, and a continuation training list is provided. Note: Part I specialty description does not replace the description in AFMAN 36-2108, Airman Classification.

**4.2.** Part II provides the information necessary to control training. It includes the 3- and 7-level Specialty Training Standard (STS) and the Course Objective List (COL). Each COL includes the tasks and knowledge requirements with the respective standards. Supervisors use the COL to conduct graduate evaluations using AFI 36-2201, Developing, Managing, and Conducting Training. The STS includes basic tasks for initial skills training (3-level) and upgrade training (UGT) (5- and 7-level). Part II further identifies training resources available to support IM progression. At unit level, supervisors and trainers use Part II to identify, plan, and conduct training commensurate with the overall goals of this plan. Each MAJCOM/FOA/DRU is encouraged to develop supplemental (Qualification Training Exercise Guides) to help verify individuals' qualifications.

## **ABBREVIATIONS AND TERMS EXPLAINED**

**Advanced Training (AT).** Formal course which provides individuals who are qualified in one or more positions of their Air Force Specialty (AFS) with additional skills and knowledge to enhance their expertise in the career field. Training is for selected career airmen at the advanced level of the AFS.

**Career Field Education and Training Plan (CFETP).** A CFETP is a comprehensive, multipurpose document encapsulating the entire spectrum of education and training for a career field. It outlines a logical growth plan that includes training resources and is designed to make career field training identifiable, to eliminate duplication, and to ensure this training is budget defensible.

**Chief Information Officer (CIO).** An appointed individual responsible for full and accurate accounting of information technology expenditures, expenses, and results as well as establishing goals and promoting the use of information technology to improve productivity, efficiency, and effectiveness.

**Combat Information Transport System (CITS).** CITS will upgrade or expand the base-level information transport utility, providing the user with a full range of information services capabilities (voice, data, full motion video, imagery, etc.). Additionally, it will install a common user, fiber optic network for integrated information transport of switched voice, data, video,

imagery, and telemetry (to include Integrated Services Digital Network (ISDN) functionality) to essential core buildings at each Air Force base.

**Computer Based Training (CBTs).** Self-paced training with over 900 courses. It uses compact discs and/or World Wide Web-based technology to help train students at their workstations or at home. Check with your local communications squadron for details.

**Continuation Training.** Additional training exceeding requirements with emphasis on present or future duty assignments.

**Core Competency.** An integrated bundle of expert knowledge and organizational skills inherent to a particular career field(s) which makes a disproportionate contribution to the success of providing the right skills needed for military operations...anywhere, anytime. It cannot be duplicated by any other organization, and is critical for the future.

**Core Knowledge.** A general knowledge requirement identified within an Air Force specialty or duty position. This document identifies core knowledge items by a double asterisk (\*\*).

**Core Task.** A task functional managers identify as a minimum qualification requirement within an Air Force specialty or duty position. This document identifies core tasks by a single asterisk (\*).

**Course Objective List (COL).** A publication, derived from initial and advanced skills course training standard, identifying the tasks and knowledge requirements, and respective standards, provided to achieve a 3- or 7-skill level in this career field. Supervisors use COL to assist in conducting graduate evaluations in accordance with AFI 36-2201, *Developing, Managing, and Conducting Training*.

**Enlisted Specialty Training.** A mix of formal training (technical school) and informal training (on-the-job) to qualify and upgrade airmen in each skill level of a specialty.

**Entry-Level Training.** Formal, in-residence training which satisfies basic technical training requirements for entry-level airmen as outlined in AFMAN 36-2108, Airman Classification, for a specific AFS.

**Global Command and Control System (GCCS).** The GCCS is composed of several mission applications built to a single common operating environment, networked to support sharing, displaying, and passing of information and databases. The GCCS infrastructure supports a secret (classified) communications capability, providing data transfer facilities among workstations and servers.

**Global Combat Support System (GCSS).** The GCSS presents the user fused data on a single platform, which is appropriate for the user's information requirements and access. GCSS provides integrated architecture eliminating multiple and unique functional platforms. Instead of having different workstations, multiple applications (based on each user's requirements) will

appear as icons on one workstation. Through centralized program management, GCSS changes are automatically distributed to ensure end-users receive current information. GCSS will eliminate interoperability and visibility shortfalls, such as stovepipe information systems, functional versus process orientation, inability to present a common picture, inadequate cycle and response time, and inadequate infrastructure.

**Information Resource Management (IRM).** The process of managing information resources (information and related resources such as personnel, equipment, funds, and related technology) to accomplish agency missions and to improve agency performance.

**Initial Skills Training.** A formal resident course which results in award of the entry level Air Force Specialty (AFS) .

**Instructional System Development.** A deliberate and orderly process for planning and developing instructional programs that ensure personnel are taught the knowledge, skills, and attitudes essential for successful job performance.

**Life-Cycle Management.** The creation, collection, access, storage, retrieval, and disposal of all information originated and received by an organization.

**Network Control Center (NCC).** A work center within the communications squadron that provides network services to the base. They are the single point of presence for information entering and exiting the base network.

**On-the-Job Training (OJT).** Hands-on, over-the-shoulder training conducted to certify personnel in both upgrade (skill-level award) and job qualification (duty position certification) training.

**Operationalizing/Professionalizing the Network (O/PTN).** A broad initiative to standardize Air Force networks and institutionalize networking skills as a communications and information core competency. The term "operationalizing" focuses on the command and control structure of network operations. "Professionalizing" networks involves actions required to organize, train, equip, and sustain the networks and personnel who operate them.

**Qualification Training (QT).** Actual hands-on task performance training designed to qualify an individual in a specific duty position. This portion of the dual channel OJT program occurs both during and after the upgrade training process. It is designed to provide the performance skills required to do the job.

**Qualification Training Guide (QTG).** A CD-ROM based product that provides refresher and qualification type (5-7-Level) training material for AFSC 3A0X1. The QTG is centrally managed by the command IM functional manager.

**Resource Constraints.** Resource deficiencies, such as money, facilities, time, manpower, and equipment that preclude desired training from being delivered.



**Skill Progression Training.** Training toward a portion of an AFS without a change in AFSC. It is formal training on equipment, methods, and technology that are not suited for OJT and not included in AFS upgrade training.

**Specialty Training Standard (STS).** An Air Force publication that describes an Air Force specialty in terms of tasks and knowledge which an airman in that specialty may be expected to perform or to know on the job, and identifies the training provided to achieve a 3-, 5-, and 7-skill level within an enlisted AFS. It further serves as a contract between AETC and the functional user to show which of the overall training requirements for an Air Force specialty code (AFSC) are taught in formal schools and correspondence courses.

**Standard.** A fixed quantity, quality or level of performance an individual is expected to demonstrate.

**Student-Transient-Pipeline (STP).** A man-year allowance to account for individuals attending school in transit due to permanent change of station (PCS).

**Theater Deployable Communications (TDC).** The Air Force is moving from the technology it currently uses to a more dynamic, customer service architecture that meets the requirements of the warfighter and the equipment configuration of the Joint Task Force (JTF) objective architecture. The Air Force TDC program is exploring ways to use commercial off-the-shelf (COTS) equipment and advanced switching technology in the deployable environment to meet JTF goals.

**Upgrade Training (UGT).** Mandatory training which leads to attainment of higher level of proficiency.

**Utilization and Training Workshop (U&TW).** A meeting of functional managers from AF/MAJCOM/FOA/DRU and Keesler Training Squadron staff to discuss career field issues specifically on the utilization and training of personnel in that particular career field.

**Workgroup Administration (WGA).** A sub-group of tasks under workgroup management that is required for all information managers regardless of where assigned. WGA is based on your desktop computer. The WGA exportable (video and text) course or local devised course meets minimum training requirements. You can use some of the workgroup manager CBTs identified in AFI 33-115, Vol 1 to support WGA training.

**Workgroup Administration Exportable Course.** A video and text based course developed to help 3A0X1 personnel learn the basics of WGA. The course was designed for personnel in the field who could not return to 3-level school. Course should be used in conjunction with classroom “hands on” training.

**Workgroup Management.** A group of tasks that will provide immediate front-line support to local unit customer and provide primary interface with communications squadron, when

question/problem is beyond local support capabilities. These tasks require a more in-depth knowledge of WGA duties and will require specific training to be qualified and certified. See AFI 33-115, Vol 1 and 2 for further detail.

**Workgroup Manager (WM).** The person certified and appointed under AFI 33-115, Vol 11. WMs take direction from the System Administrator and Network Control Center.

**Note: ALL 37 SERIES PUBLICATIONS ARE BEING CHANGED TO 33 SERIES PUBLICATIONS. PLEASE CHECK WITH YOUR LOCAL PUBLISHING PERSONNEL TO GET THE CORRECT NUMBER FOR ALL REFERENCES LISTED WITHIN THIS CFETP.**

### ***Section A - General Information***

**1. Purpose of the CFETP.** This CFETP provides information for functional managers, commanders, training managers, supervisors, trainers, and the training center to plan, develop, manage, document and conduct an effective and efficient career field training program. This plan outlines training individuals in this specialty must receive to develop and progress throughout their career. It identifies initial skills, upgrade, qualification, advanced and continuation training. Initial skills training is AFS specific training an individual receives upon initial classification as a 3A011 or upon retraining into this specialty. For our career field, this training is provided by Air Education and Training Command (AETC) at Keesler AFB MS. Upgrade training identifies the mandatory courses, task qualification requirements, and correspondence course completion required to award the 5-, 7-, and 9-skill levels. QT is actual hands-on task performance training designed to qualify an airman in a specific duty position. This training program occurs both during and after the upgrade training process. It is designed to provide the performance skills/knowledge training required to do the job. Continuation training is additional training--either in-residence or exportable advanced training courses, or OJT, provided to 3-, 5-, 7-, and 9-skill level personnel to increase their skills and knowledge beyond the minimum required. The CFETP also serves the following purposes:

- 1.1. Serves as a management tool to plan, manage, conduct, and evaluate career field training. It is also used to ensure that established training is provided at appropriate points in an individual's career.
- 1.2. Identifies task and knowledge training requirements for each skill level in this specialty and recommends training throughout each phase of an individual's career.
- 1.3. Lists training courses available in the specialty, identifies sources of training, and provides the training medium.
- 1.4. Identifies major resource constraints which impact implementation of the desired career field training program.

**2. Uses of the CFETP.** The CFETP will be maintained by the Air Force Career Field Manager (AFCFM). Major command (MAJCOM) IM functional managers, and AETC will review the CFETP annually to ensure currency and accuracy and forward recommended changes to the AFCFM. They will use the list of courses in Part II to determine whether duplicate training exists and take steps to eliminate duplication. This plan will be used by training managers at all levels to ensure a comprehensive and cohesive training program is available/instituted for each individual in the career ladder.

2.1. AETC training personnel will develop/revise formal resident and exportable training based on requirements established by users and documented in Part II of the CFETP. They will also work with the AFCFM to develop procurement and acquisition strategies for obtaining resources needed to provide the identified training.

2.2. The MAJCOM IM functional managers will ensure their training programs complement the CFETP mandatory initial skills and upgrade requirements. Identified requirements can be satisfied by OJT, resident training, contract training, or exportable courseware/courses. MAJCOM-developed training to support this AFSC must be identified for inclusion in this plan and must not duplicate available training resources.

2.3. Each individual will complete mandatory training requirements specified in this plan. The information in Part II, Sections A and B, will be used as a reference to support training.

**3. Coordination and Approval of the CFETP.** The AFCFM is approval authority. MAJCOM representatives and AETC training personnel will identify and coordinate on the career field training requirements. The AETC training manager for this specialty will initiate an annual review of this document by AETC and MAJCOM IM functional managers to ensure currency and accuracy. Using the list of courses in Part II, they will eliminate duplicate training.

## ***Section B - Career Progression and Information***

### **4. Specialty Descriptions.**

4.1. Specialty Summary. The Enlisted IM Career Field includes operating and managing IM functions identified in AFD 37-1; command, staff, or executive support; general office management; postal. Specific duties include setting and carrying out policies, procedures, and standards to ensure life-cycle management (creation/collection, use/access, dissemination/distribution, and maintenance/disposal) of all information originated and received by the organization. IM personnel analyze mission, information flow, and the needs of commander and staff. Perform WGA/WM tasks to include developing, maintaining, and using web pages. Facilitates both automated and manual IRM activities. Conducts IM systems analysis, and reports analysis results. They also electronically and manually requisition, store, control, and distribute publications and forms; manage the information collections and reports program; establish and implement policies, procedures, and standards related to document

security, Base Information Transfer Center (BITC), and postal operations; manage central destruction facilities; maintain liaison with Defense Courier Service; maintain the Air Force Address Directory and Office Symbol Program; establish and implement policies for records maintenance and disposal to include document imaging and electronic records; provide document release and fee schedules; administer and monitor the Privacy Act (PA) Program; administer the Freedom of Information Act (FOIA), and ensure coordination with appropriate release authorities in determining propriety for release.

## **4.2. IM Superintendent/Chief Enlisted Manager (CEM)**

4.2.1. Duties and Responsibilities. Analyzes mission, information flow, and needs of commander and staff. Manages WGA/WM tasks. Superintends the life-cycle of information through processes in publishing; administrative communications; postal services; records management; functional management, wartime/contingency operation, and electronic data flow; assists the customer to determine their requirements. Establishes and implements policies, procedures, standards, and training; manages systems and services; or superintends staff support associated with these elements. Related DoD Occupational Subgroup: 510.

4.2.1.1. Superintends technical IM processes. Ensures timely, optimal information flow needed to accomplish the mission. Understands nature of base-wide information flow and ensures it is used to increase mission effectiveness. Resolves technical problems by analyzing and interpreting policies and procedures. Controls creation and ensures efficient use of management tools such as forms, reports, correspondence, graphs, charts, and publications. Provides guidance in preparing and distributing information including publications, electronic messages, facsimile and voice mail to ensure use of the most economical medium for each situation. Manages life-cycle of all information originated and received by the unit or activity. Maintains liaison with wing and base support elements as required from within communications squadron.

4.2.1.2. Plans and organizes IM activities. Plans, develops, and establishes methods and procedures for IM and control (something missing here I think). Provides and ensures proper IM QT. Determines customer needs through analyses of information. Coordinates and provides guidance and assistance to other activities in IM plans and operations.

4.2.1.3. Directs IRM activities. Directs staff support; records management; administrative communications; information flow including processing, controlling, distributing mail, messages, mobile and electronic distribution systems; document security and transmission systems; recurring reports and critical information; and code word or nickname programs. Manages central destruction facilities and postal operations. Manages electronic and manual publications and forms development, design, control, storage, and distribution; publications, files, and publications libraries maintenance. Develops production standards and work center descriptions. Directs planning and programming activities including strategic, wartime, and contingencies planning, budget process, commercial activities, productivity, and manpower requirements. Develops and implements a strategic IM architecture based upon the IM life

cycle. Controls and facilitates work load and project assignments for individuals, groups, and activities. Establishes priorities and necessary follow-up to ensure expeditious handling and completion. Reviews, evaluates, and edits completed work for accuracy, adequacy, and compliance with policies, systems, methods, and standard practices.

4.2.1.4. Establishes standards and develops metrics to measure the IM processes. Reviews and analyzes methods, procedures, and systems used in IM processes. Reviews reports and evaluates findings, irregularities, and deficiencies; and recommends corrective measures. Conducts and directs IM survey teams. Evaluates systems for handling correspondence, messages, publications and forms.

### **4.3. IM Craftsman**

4.3.1. Duties and Responsibilities. Manages information regardless of media and provides technical assistance in areas of records, publishing, administrative communications, planning and programming, WGA/WM tasks and office management functions. Controls resources used to accomplish the IM mission. Related DoD Occupational Subgroup: 510.

4.3.2. Performs and supervises IM processes. Acts as technical advisor on all matters pertaining to IM flow including BITC, document security, and postal service center through manual and electronic means. Develops, maintains and uses web pages. Responsible for managing the Air Force publishing management programs through either manual or electronic means including developing, requisitioning, warehousing, and distributing directives, and forms. Manages the records management program throughout the information lifecycle. Manages the information collection and reports program. Manages the records staging area. Manages central destruction facilities. Evaluates and processes records disposition changes. Determines the need for electronic record keeping systems and develops procedures for their storage, retrieval, and disposition. Provides assistance to ensure compliance with the FOIA. Furnishes document release service, and accounts for fees collected. Monitors the Privacy Act Program, and ensures appropriate training of personnel. Assists all functional areas in devising and establishing information flow processes. Manages planning and programming functions including strategic, wartime, and contingency planning; productivity; commercial activities; manpower; human resources; strategic information requirement; and budget. Reviews and evaluates irregularities/deficiencies, and recommends corrective measures. Performs quality assurance evaluation duties. Ensures professional development by keeping abreast of rapidly changing technology.

4.3.3. Performs and supervises WGA/WM tasks. Assists functional areas in determining the need for obtaining publications and forms. Establishes procedures for processing official communications, both paper and electronic. Establishes information flow procedures for receiving, suspending, and redistributing incoming and outgoing communications. Ensures outgoing communications comply with appropriate style and format. Coordinates and implements records maintenance and disposition procedures. Maintains liaison with other functional areas concerning IM matters. Assists in the integration of customer information

requirements. Reviews and interprets IM publications and directives. Provides guidance for developing forms and publications. Performs publications manager duties.

#### **4.4. IM Journeyman**

4.4.1. Duties and Responsibilities. Performs IM tasks supporting the Air Force mission. Implements policy directives and instructions; to manage information regardless of media throughout its life-cycle. Provides IM support through manual and automated technology to include maintaining, planning, and controlling programs, policies, methods, and procedures concerning publications, forms, office systems, records, administrative communications, and unit mail. Provides referral, coordination, and office management services. Performs WGA/WM tasks. Maintains successful working relationships and coordination with other functional areas. Ensures professional development by keeping abreast of rapidly changing technology. Related DoD Occupational Subgroup: 510.

4.4.1.1. Performs IM processes. Develops, maintains, and uses web pages. Operates office computers to input and output data. Operates the BITC using manual and automated systems. Processes, controls, and delivers administrative communications. Sorts by ZIP code, weighs and meters outgoing official mail. Maintains official mail and distribution schedules. Prepares records for accountable communications control. Maintains office symbol program and address identifier systems. Controls security documentation within the security function to include Top Secret and International Pact Organization documents. Maintains individual accounts records of publications and forms for customers serviced by a publishing distribution center or office. Fills requirements, and packages and distributes publications and forms to customer account representatives based on established requirements or requisitions. Operates a records staging area for inactive records storage, and disposes of eligible records. Maintains accountability of records on loan from a records center or other sources. Formats, types, and publishes administrative publications. Designs, types, and publishes local forms. Prepares changes to Air Force publications and forms. Maintains background files of local directives and forms. Assists planning and programming functions including strategic, wartime, and contingency planning; productivity; commercial activities; manpower; human resources; and budget. Maintains current civilian industry reference material of office systems hardware. Provides qualification training and ensures it is administered properly.

4.4.1.2. Operates office information systems (stand alone and networked) to create, collect, use, access, disseminate, maintain and dispose of information. Implements IM directives and procedures to ensure life-cycle management. Coordinates IM problems with the communications squadron. Requisitions duplicating services. Receives, suspenses and redistributes incoming correspondence. Establishes suspense automated/manual systems. Establishes and maintains files using electronic records management systems. Performs functional area records manager (FARM) duties. Applies file cutoff procedures, and disposes of and retrieves records. Complies with Freedom of Information Act and Privacy Act procedures. Consolidates and prepares inputs to planning documents. Gathers manpower, productivity and budget information. Prepares official memorandums, messages, and reports.

Acquires and distributes publications and forms using manual or electronic means. Maintains functional publications library in any media or publication sets and emergency forms requirements. Reviews, edits, and dispatches outgoing correspondence. Maintains accountability records for controlled communications. Operates automated office systems. Performs WGA/WM tasks for assigned functional area.

**5. Skill/Career Progression.** Adequate training and timely progression from the apprentice to superintendent skill level plays an extremely important role in the Air Force's ability to accomplish its mission. Therefore, it is essential that everyone involved in training do their part to plan, develop, manage, conduct, and evaluate an effective and efficient training program. The guidance provided in this part of the CFETP will ensure individuals receive viable training at appropriate points in their career. The following narrative, and the AFSC 3A0X1 career field flowcharts, identifies the training career path. It defines training required in an individual's career.

5.1. Apprentice (3) Level. Initial skills training in this specialty consists of the tasks and knowledge training provided in 3-skill level resident course located at Keesler AFB MS. Initial skills training requirements were identified during the 3A0X1 U&TW, held 16 Nov - 20 Nov 98 at Keesler AFB MS. The decision to train specific tasks and knowledge items in initial skills course is based on a review of occupational survey report (OSR) data, training requirements analysis (TRA) data, and 3A0X1 subject matter expert (SME) input. Task and knowledge training requirements are identified in the STS, at Part II, Section A. Individuals must complete the initial skills course to be awarded AFSC 3A031.

C1 5.2. Journeyman (5) Level. ~~A 3-month apprenticeship period~~, CDC completion and a minimum of 15 months in UGT (individual in retraining status must complete ~~6~~ 9 months in UGT) are required for upgrade to 5-skill level. Upgrade training consists of task and knowledge training provided in career development course (CDC) 3A051, the core knowledge and task requirements identified in the STS (Part II, Section A of this CFETP), and completion of 3-level technical school. Continuation training is available and should be used based on individual's particular training needs.

C1 5.3. Craftsman (7) Level. Individuals must be selected for SSgt or above to enter 7-level training. They must complete the CDC and a minimum of ~~18~~ 12 months OJT to be eligible to attend in-residence 7-level training. Upgrade training to 7-skill level in this specialty consists of task and knowledge training provided in CDC 3A071, completion of 7-level technical school, and the core knowledge and task requirements identified in the STS (Part II, Section A of this CFETP). Continuation training is available and should be used based on the individual's particular training needs.

5.4. Superintendent (9) Level. To be awarded AFSC 3A091, an individual must be an E-8, in-resident graduate of the SNCOA, and complete any other requirement specified in AFI 36-2101.

**6. Training Decisions.** This CFETP was revised to include workgroup management, OPTN, core competencies, and core knowledge requirements. Integrated Definition Language (IDEF) modeling was deleted. Included in this spectrum was the strategy of when, where, and how to meet these training requirements. The strategy must be apparent and affordable to reduce duplication of training and eliminate a fragmented approach. The following training decisions were made during the AFSC 3A0X1 U&TW, held 16-20 Nov 98.

6.1. Initial Skills Training. The initial skills course was revised to provide expanded training in WGA duties and general knowledge in WM and OPTN responsibilities. Several areas in publication management (i.e. posting, filing and CAR duties) were either deleted, changed to reflect electronic processing, or reduced in time spent in training trainee. A basic understanding of core competencies was also added. The emphasis of this training will continue to be focused on managing information regardless of media and prepare graduates for IM related positions.

6.2. Upgrade Training. CDCs 3A051 and 3A071 were revised to bring task/subject knowledge in line with changes required for life-cycle IM. Core IM business processes knowledge/tasks and other requirements for 5-, 7- and 9-skill levels were established to provide familiarization on the broad spectrum of IM. The requirement to type/keyboard 35 words per minute at the 5-skill level has been eliminated. IDEF modeling was eliminated from 7-level CDC.

6.3 7-Level Course. Updated to provide more hands-on training with heavier emphasis on WGA and web page management/development.

6.4 Qualification and Training Guide. A CD-ROM based product that provides refresher and qualification type (5 -7 -Level) training material. The QTG is centrally managed by the MAJCOM IM functional manager. It was developed for three key reasons: (1) help personnel prepare for CDC completion. (2) help supervisors who are not an information manager understand the processes that information managers are responsible for; and (3) for trainers and certifiers of information managers to use as a tool to ensure proper training while validating what the trainee has learned or knows about a particular task. Check with your local base IM functional manager and base training manager for details.

**7. Community College of the Air Force.** Off-duty education is a personal choice but highly encouraged. CCAF provides the opportunity to obtain an Associates in Applied Science Degree in Information Management. Enrollment in CCAF occurs upon completion of basic military training. In addition to the associates degree program CCAF offers the following:

7.1. Occupational Instructor Certificate. Upon completion of instructor qualification training consisting of an instructor methods course and supervised practice teaching, CCAF instructors who possess an associates degree or higher, may be nominated by their school commander or commandant for certification as an Occupational Instructor.



7.2. Trade Skill Certification. When a CCAF student separates or retires, a trade skill certification is awarded for the primary occupational specialty. The college uses a competency based assessment process for trade skill certification at one of four proficiency levels - Apprentice, Journeyman, Craftsman/Supervisor, or Master Craftsman/Manager. All are transcribed on the CCAF transcript.

7.3. Information Management Degree Requirements. The 5-skill or higher level must be held at the time of program completion.

<i>Hours</i>	<i>Semester</i>
Technical Education.....	24
Leadership, Management, and Military Studies.....	6
Physical Education.....	4
Program Electives.....	15
General Education.....	15
Technical Education: Leadership, Management, and Military Studies; or General Education	
Total.....	64

7.3.1. Technical Education. (24 Semester Hours): A minimum of 12 semester hours of Technical Core subjects/courses must be applied and the remaining semester hours applied from Technical Core/Technical Elective subjects/courses. Requests to substitute subjects/courses must be approved in advance by the Services Branch of CCAF.

### **Technical Core**

<i>Subjects/Courses</i>	<i>Semester Hours</i>
CCAF Internship.....	16
Information Systems Administration.....	9
Information Systems Management.....	6
Microcomputer Software Applications.....	9
Records/Publications Management.....	6
Office Equipment.....	3

### **Technical Electives**

<i>Subjects/Courses.....</i>	<i>Maximum Semester Hours</i>
Business Communications.....	3
Computer Science.....	6
Desktop Publishing.....	3
Enlisted Professional Military Education.....	12
Personnel Management.....	3
Principles of Accounting.....	6
Principles of Management.....	3
Report/Technical Writing.....	3

7.3.2. Leadership, Management, and Military Studies (6 Semester Hours): Professional military education and/or civilian management courses.

7.3.3. Physical Education (4 Semester Hours) (Satisfied by completing basic training)  
PHE..... 4

7.3.4. General Education (15 Semester Hours): Applicable courses must meet the Criteria for Application of Courses to the General Education Requirement (GER).

*Subjects/Courses..... Semester Hours*

Oral Communication..... 3  
Speech

Written Communication..... 3  
English Composition

Mathematics..... 3  
Intermediate algebra or a college-level mathematics course is required. If an acceptable mathematics course is applied as a Technical or Program Elective, a natural science course meeting GER application criteria may be applied as a GER.

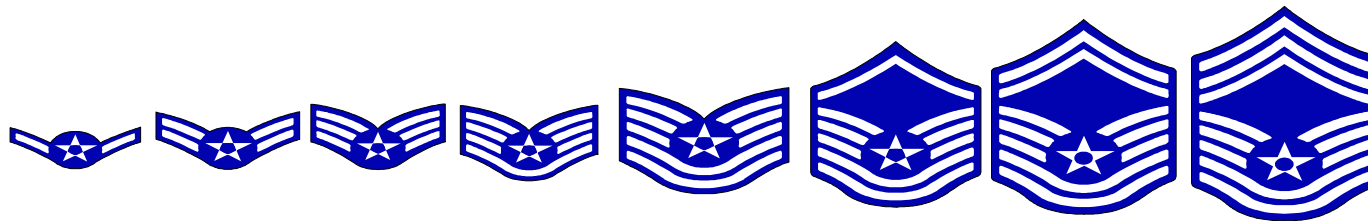
Social Science..... 3  
Anthropology, Archaeology, Economics, Geography, Government, History, Political Science, Psychology, Sociology

Humanities..... 3  
Fine Arts (History, Criticism, and Appreciation), Foreign Language, Literature, Philosophy, Religion

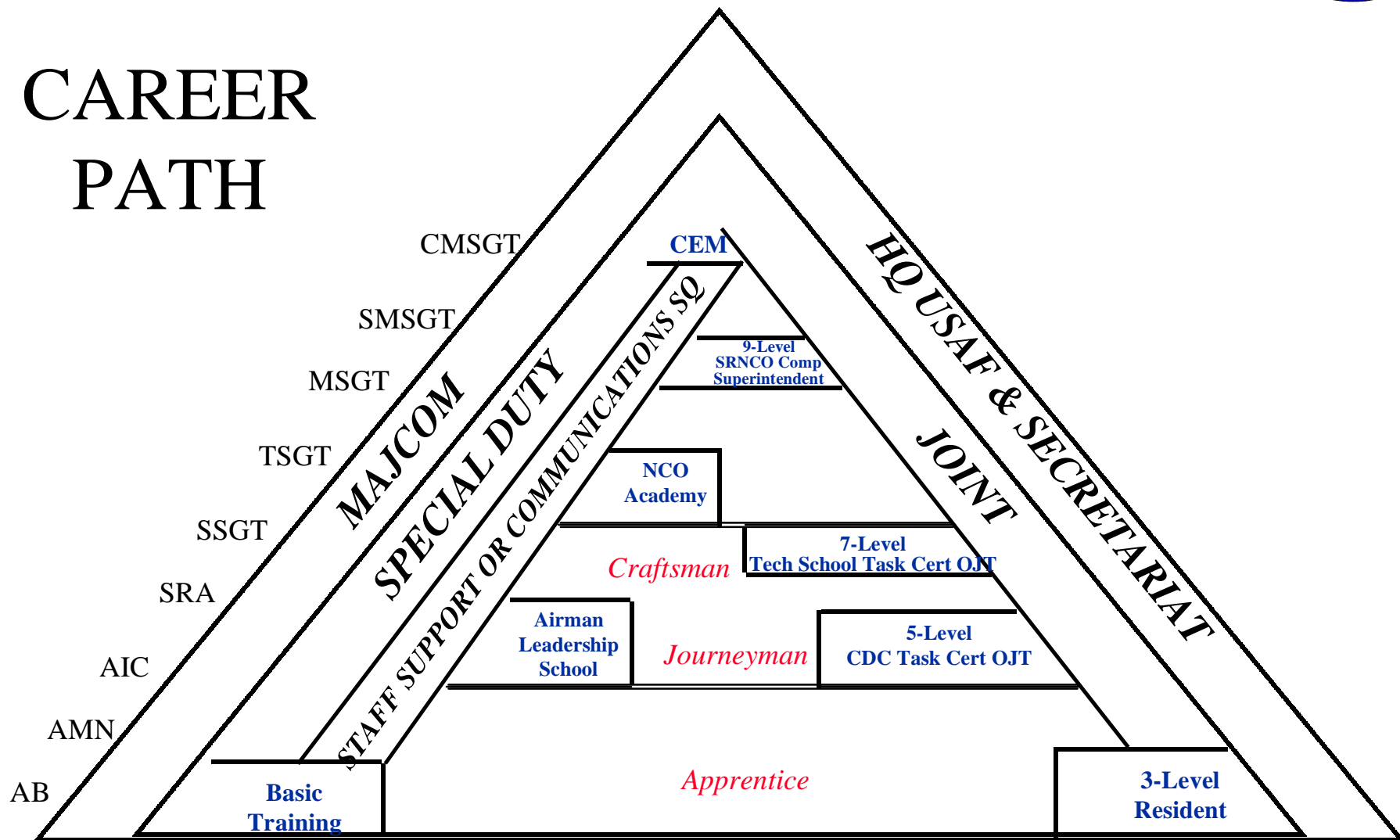
7.3.5. Program Electives (15 Semester Hours): Satisfied with applicable Technical Education; Leadership, Management, and Military Studies; or General Education subjects/courses, including natural science courses meeting GER application criteria. Six semester hours of CCAF degree-applicable technical credit otherwise not applicable to this program may be applied.

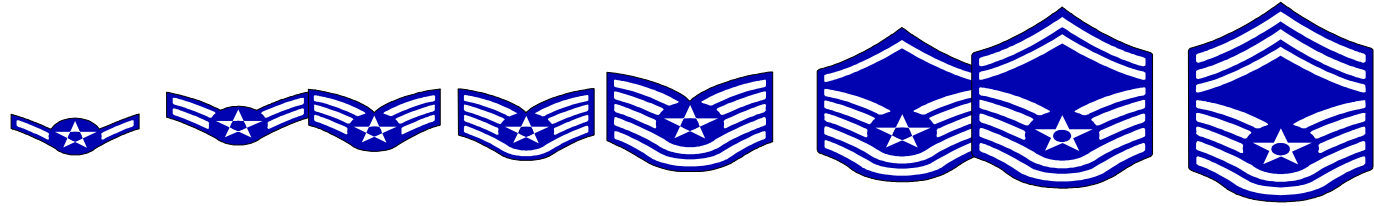
7.4. Individuals desiring to become an Air Education and Training Command Instructor should be actively pursuing an associates degree. A degreed faculty is necessary to maintain accreditation through the Southern Association of Colleges and Schools.

**8. Career Field Path.** Charts depicting this specialty's career path and manpower authorizations are on the next two pages. The manpower authorization chart presents the demographics (number and location) of our manpower authorizations through FY01. The career path outlines when training is required for each skill level and function within this specialty.



# CAREER PATH





# FY00 3A0X1 ASSIGNMENT/GRADE DISTRIBUTION

TOUR OF DUTY	E-1-E-3	E-4	E-5	E-6	E-7	E-8	E-9	TOTAL
BASE	1424	2804	2370	1153	540	105	37	8433
HQ USAF	6	29	49	35	33	5	4	161
FOA/DRU	182	314	334	163	100	31	17	1139
OUTSIDE AF	10	151	355	261	169	52	9	1007
OTHER	18	13	92	49	38	19	4	233
<b>TOTAL</b>	<b>1640</b>	<b>3311</b>	<b>3200</b>	<b>1661</b>	<b>880</b>	<b>212</b>	<b>71</b>	<b>10973</b>

These figures do not include the Air Reserve Components. For specific information concerning their manning requirements the Air National Guard at DSN 278-8613 or AF Reserve at DSN 497-1523.

## ***Section C – Skill-Level Training Requirements***

**9. Purpose.** Skill levels in this career field are defined in terms of tasks and knowledge requirements. This section outlines the specialty qualification requirements for each skill level in broad, general terms and establishes the mandatory requirements for entry, award, and retention of each skill level. The specific task and knowledge training requirements are identified in the COL and STS at Part II, Sections A and B of this CFETP.

### **10. Specialty Qualifications Requirements.**

#### **10.1 Apprentice Level Training:**

**10.1.1. Specialty Qualification.** This information will be located in the official specialty description in AFMAN 36-2108.

**10.1.1.1. Knowledge.** Knowledge is mandatory of policies and procedures relating to the life cycle of information, including administrative communications, office records, publications, and forms; general office management principles; organizational structure and its interrelationship with the mission; security practices; operating computers; and application of software. Completion of the basic IM apprentice course satisfies this mandatory requirement.

**10.1.1.2. Education.** For entry into this specialty, completion of high school with courses in business, English composition, computer science or information systems, mathematics, and keyboarding is desirable.

**10.1.1.3. Training.** The following training is mandatory for award of the AFSC indicated:

**10.1.1.3.1. 3A031.** Completion of the IM apprentice course except for those personnel assigned a Direct Duty Assignment (DDA) by Air Force Personnel Center (AFPC).

**10.1.1.3.2. 3A071.** Completion of the IM Craftsman course.

**10.1.1.4. Experience.** The following experience is mandatory for award of the AFSC indicated:

**10.1.1.4.1. 3A051.** Qualification in and possession of AFSC 3A031. Also, experience performing functions such as office management; publications and forms management; or preparing, controlling, and processing written communications.

**10.1.1.4.2. 3A071.** Qualification in and possession of AFSC 3A051. Also, experience performing or supervising functions such as workgroup administration/management, distribution mail and messages; planning and programming; document security; records management; publications and forms; or preparing, monitoring, controlling, and processing written and electronic communication.

10.1.1.4.3. 3A091. Qualification in and possession of AFSC 3A071. Also, experience managing and directing information management process or resource management.

10.1.1.5. Other. Ability to keyboard 25 wpm.

10.1.2. Training Sources and Resources. Completion of the IM apprentice course, at Keesler AFB MS satisfies the knowledge and training requirements specified in the specialty qualification section (above) for award of the 3-skill level. The COL (Part II, Section B of this CFETP) identifies all the knowledge and tasks, with their respective standards.

10.1.3. Implementation. Entry into training is accomplished by approved retraining from any AFSC or initial classification. After graduation, qualification training starts when an individual is assigned to their first duty position. Thereafter, it is initiated anytime an individual is assigned duties they are not qualified to perform.

## **10.2. Journeyman-Level Training:**

10.2.1. Specialty Qualification. This information will be located in the official specialty description in AFMAN 36-2108.

10.2.1.1. Knowledge. Knowledge of the following is mandatory: policies and procedures relating to the life cycle of IM, communications flow; computer applications, configurations, security and initial trouble shooting; customer service relations, administrative communications, correspondence, messages, publications, and forms management; general office management principles; organizational structure and its interrelationship with the mission, terminology and procedures, security practices, operation and application of electronic office automated equipment, wartime contingency preparation and operations.

10.2.1.2. Education. For entry into this specialty, completion of high school with courses in business, English composition, computer science or information systems, mathematics, and keyboarding is desirable.

10.2.1.3. Training. None

10.2.1.4. Experience. Experience is mandatory in office management; publications and forms management; WGA and preparing, controlling, and processing written communications using office automation technology.

10.2.1.5. Other. Completion of a computer orientation and intermediate applications course to include operating systems (DOS, Windows, etc), word processing, spreadsheet, database, and graphics presentation is mandatory.

10.2.2. Training Sources and Resources. Completion of CDC 3A051, Information Management Journeyman and any core knowledge areas identified within STS satisfies the knowledge requirements specified in the specialty qualification section (above) for award of 5-skill level. The STS (Part II, Section A of this CFETP) identifies all the core knowledge and tasks required for qualification in the individual's duty position. UGT and QT are provided by qualified trainers. Requests for qualified trainers/certifiers should be directed to your base IM functional manager and base training manager. CBTs and the IM QTG (QTG) are key sources to obtain core knowledge/tasks training. Other publications referenced within the STS should also be used as a training source.

10.2.3. Implementation. Entry into OJT is accomplished when an individual is assigned to their first duty station after completion of technical school. QT is initiated anytime an individual is assigned duties that they are not qualified to perform.

### **10.3. Craftsman-Level Training:**

10.3.1. Specialty Qualifications. This information will be located in the official specialty description in AFMAN 36-2108.

10.3.1.1. Knowledge. Knowledge of the following is mandatory: policies and manual or automated procedures regarding IM flow including administrative communications, records management, planning and programming, publishing, general office management, workgroup administration procedures employed within functional areas, and operation and application of electronic office equipment, information life cycle, and information needs and requirements of customers.

10.3.1.2. Education. For entry into this specialty, completion of high school with courses in business, English composition, computer science or information systems, mathematics, and keyboarding is desirable

10.3.1.3. Training. Completion of the advanced IM course

10.3.1.4. Experience. Qualification is mandatory as an IM Journeyman. Experience is mandatory in performing or supervising functions and demonstrating a high level of technical expertise in information flow including distributing mail and messages; planning and programming; document security; records management; publications and forms; preparing, monitoring, controlling, and processing written communications by applying office automation technologies and WGA. Also, wartime contingency preparation and operations.

10.3.1.5. Other. Completion of an intermediate computer applications course to include operating systems (DOS, Windows, etc), word processing, spreadsheet, database, and graphics presentation is mandatory.

10.3.2. Training Source and Resources. Completion of CDC 3A071, Information Management Craftsman, understanding of core knowledge areas identified within the STS and the 7-level in-residence course satisfies the knowledge requirements specified in the specialty qualification section (above) for award of the 7-skill level. The STS (Part II, Section A of this CFETP) identifies all the core knowledge and tasks required for qualification in the individual's duty position. Upgrade and QT are provided by qualified trainers for the duty position, program to be managed, or equipment to be used. Requests for qualified trainers/certifiers should be directed to your base IM functional manager and base training manager. CBTs and the IM QTG are key sources to obtain core knowledge/tasks training. Other publications referenced within STS should also be used as a training source.

10.3.3. Implementation. Entry into OJT is initiated when an individual has obtained the necessary rank and skill level. QT is initiated anytime an individual is assigned duties that they are not qualified to perform.

#### **10.4. Superintendent-Level Training.**

10.4.1. Specialty Qualifications. This information will be located in the official specialty description in AFMAN 36-2108, para 3.

10.4.1.1. Knowledge. Knowledge of the following areas is mandatory: Air Force organization; business case analysis; productivity enhancement program; policies for the planning, programming, and budgeting system; program objective memorandum process; Air Force and Joint Wartime Planning and Mobilization directives and procedures; IM role; publishing management; records management, administrative communications, and central destruction facility management; postal operations; small computer concepts and terminology as well as understanding computer hardware, software components, computer operating systems, database management, spreadsheet, word processing software, computer concepts, and interpreting publications and directives.

10.4.1.2. Education. For entry into this specialty, completion of high school with courses in business, English composition, computer science or information systems, mathematics, and keyboarding is desirable

10.4.1.3. Training. None.

10.4.1.4. Experience. Qualification is mandatory as an IM Craftsman. Also, experience in directing most functions such as preparing, processing, controlling, and distributing correspondence and messages; document security and transmission; publications and forms development, design, control, and distribution; records management; publication libraries; publications and forms storage and distribution facilities, postal services, electronic communications, workgroup administration and IRM is mandatory.



10.4.1.5. Other. IRM course is highly desirable. (Accessible through AFCA web page.)

10.4.2. Training Sources and Resources. The STS (Part II, Section A of this CFETP) identifies all core knowledge and tasks required for qualification in the individual's duty position. Upgrade and QT for the duty position, program to be managed, or equipment to be used, is provided by qualified trainers. Requests for qualified trainers/certifiers should be directed to your base IM functional manager and base training manager. CBTs, the IM QTG and the IRM course on AFCA's home page are key sources to obtain core knowledge/tasks training. Other publications referenced within the STS should also be used as a training source.

### ***Section D - Resource Constraints***

**11. Purpose.** This section identifies known resource constraints which preclude optimal/desired training from being developed or conducted, including information such as cost and manpower. Narrative explanations of each resource constraint and an impact statement describing what effect each constraint has on training are included. Also included in this section are actions required, OPR, and target completion dates. Resource constraints will be, at a minimum, reviewed and updated annually.

#### **12. Three-Level Training:**

12.1. Constraints: None

12.1.1. Impact.

12.1.2. Resources Required.

12.1.3. Action Required.

#### **13. Five-Level Training:**

13.1. Constraints: None

13.1.1 Impact.

13.1.2. Resources Required.

13.1.3. Action Required.

#### **14. Seven-Level Training:**

14.1. Constraints: None

14.1.1. Impact.

14.1.2. Resources Required.

14.1.3. Action Required.

### ***Section E - Transition Training Guide***

**NOTE:** There are currently no transition training requirements. This area is reserved.

## ***Section A - Specialty Training Standard***

**1. Implementation.** This STS will be used for resident technical training provided by AETC for 3-level classes beginning 28 September 1999 and graduating 19 November 1999 and 7-level classes beginning 13 September 1999 and graduating 24 September 1999. New CDCs for both 7-level and 5-level will be available under this STS on or before 1 October 2000. Recommend March 1997 STS be maintained for CDC/STS proficiency code comparison until new CDCs are fielded.

**2. Purpose.** As prescribed in AFI 36-2201, this STS:

**2.1** Lists in Column 1 (Task, Knowledge, and Technical Reference) the most common tasks, knowledge, and technical references (TR) necessary for airmen to perform duties in the 3-, 5-, and 7-skill level. Column 2 identifies Core Tasks (\*) and Core Knowledge (\*\*) which are specialty-wide training requirements.

**2.2** Provides certification for OJT. Column 3 is used to record completion of tasks and knowledge training requirements. Use automated training management systems to document technician qualifications, if available. Task certification must show a certification/completed date. (As a minimum, use the following column designators: (Training Complete, Certifier Initials))

**2.3.** Shows formal training and correspondence course requirements. Column 4A shows the proficiency to be demonstrated on the job by the graduate as a result of training on the task and the career knowledge provided by Course E3ABR3A031 003, Information Management Apprentice. Column 4B shows the knowledge level an individual should possess after taking the 5-level CDC. Column 4C shows the proficiency to be demonstrated on the job by the graduate as a result of training in Course E3ACR3A071 001, Information Management Craftsman. It also shows the knowledge level an individual should possess after taking the 7-level CDC. See CADRE/AFSC/CDC listing maintained by the unit training manager for current CDC listings.

**2.4. Qualitative Requirements.** Attachment 1 contains the proficiency code key used to indicate the level of training and knowledge provided by resident training and CDCs.

**2.5.** Becomes a job qualification standard (JQS) for OJT when placed in AF Form 623, On-The-Job Training Record, and used according to AFI 36-2201. When used as a JQS, the following requirements apply:

**2.5.1. Documentation.** Document and certify completion of training. Identify duty position requirements by circling the subparagraph number next to the task statement. As a minimum, complete the following columns in Part II of the CFETP: Training Completed, Trainee Initials, Trainer Initials, Certifier Initials (if applicable). An AFJQS may be used in lieu of Part II of the CFETP only upon approval of the AFCFM. *NOTE:* The AFCFM may supplement these minimum documentation procedures as needed or deemed necessary for their career field.

**2.5.1.1. Converting from Old Document to CFETP.** Use the new CFETP to identify and certify all past and current qualifications.

C1/C2  
Replaced ~~2.5.1.1.1. A: For those tasks previously certified and required in the current duty position, evaluate current qualifications and when verified recertify using current date as completion date and enter trainees and certifier's initials. Remember, during the transcription process no training is taking place. Therefore, the trainees initials are not required.~~

C1/C2  
Replaced ~~2.5.1.1.2. B: For non-core and non-critical tasks previously certified and required in the current duty position, evaluate current qualifications and when verified, recertify using current date, as completion date and enter trainee's and trainers certifiers initials.~~

C2 **2.5.1.1.1. A:** For those core and critical tasks previously certified and required in the current duty position, evaluate current qualifications and when verified, recertify using current date as completion date, and enter trainee's and certifier's initials (during the transcription process no training is taking place, therefore, the trainer's initials are not required).

C2 **2.5.1.1.2. B:** For non-core and non-critical task previously certified and required in the current duty position, evaluate current qualifications and when verified recertify using current date, as completion date and enter trainee's and trainer's initials.

**2.5.1.1.3. C:** When transcribing previous certification for tasks not required in the current duty position, carry forward *only* the previous completion date of certification (Not the initials of another person). If and when transcribed tasks become a duty position requirement, recertify using standard certification procedures.

**2.5.1.1.4. D:** The person whose initials appear in the trainer or certifier block during the transcription process must meet the requirements of their prescribed roles.

**2.5.1.1.5. E:** Up on completion of the transcription process, give old CFETP to the member.

**2.5.1.2. Documenting Career Knowledge.** When a CDC is not available: the supervisor identifies STS training references the trainee requires for career knowledge and ensures, as a minimum, that trainees cover the mandatory items in AFI 36-2108. For two-time CDC course exam failures; supervisors identify all STS items corresponding to the areas covered by the CDC. The trainee completes a study of STS references, undergoes evaluation by the task certifier, and receives certification on the STS. *NOTE:* Career knowledge must be documented prior to submitting a CDC waiver .

**2.5.1.3. Decertification and Recertification.** When an airman is found to be unqualified on a task previously certified for his or her assigned position, the supervisor lines through the previous certification or deletes previous certification when using an automated system. Appropriate remarks are entered on the AF Form 623A, On-The-Job Training Record Continuation Sheet, as to the reason for decertification. The individual is recertified (if required) either by erasing the old entries and writing in the new or by using correction fluid (if the entries were made in ink) over the previously certified entry.

**2.5.2. Training Standard.** Tasks are trained and qualified to the go/no go level. Go means the individual can perform the task without assistance and meet local demands for accuracy, timeliness, and correct use of procedures.

**2.5.2.1. Core Knowledge** All items identified by a double asterisk (\*\*) in column two of STS are core knowledge and required for all information managers. Only the base training manager in coordination with the MAJCOM IM functional manager and concurrence of AFCFM can waive core knowledge requirements.

C1 **2.5.2.2. Core Tasks.** All tasks identified by a single asterisk (\*) in Column 2 of STS are core tasks [for all skill levels](#). To be considered fully qualified and eligible for higher skill level award, personnel must be duty position qualified and be trained and certified on all core tasks. Only the base training manager in coordination with the MAJCOM IM functional manager and concurrence of the AFCFM can waive core task training and/or certification.

**2.6.** Is a guide for development of promotion tests used in the Weighted Airman Promotion System (WAPS). Specialty Knowledge Tests (SKT) are developed at the USAF Occupational Measurement Squadron by senior NCOs with extensive practical experience in their career field. The tests sample knowledge of STS subject matter areas judged by test development team members to be most appropriate for promotion to higher grades. Questions are based on study references listed in WAPS Catalog. Individual responsibilities are in chapter 14 of AFI 36-2606, *US Air Force Reenlistment, Retention, and NCO Status Programs* (formerly AFR 35-16, Volume 1). WAPS is not applicable to the Air National Guard or Air Force Reserve.

**3. Recommendations.** Report unsatisfactory performance of individual course graduates to 335 TRS/TTMQTS, 600 Hangar Rd, Keesler AFB MS 39534-2235. Reference specific STS paragraphs. A customer service information line has been installed for the supervisor's convenience. For a quick response to problems, call our Customer Service Information Line, Defense Switched Network (DSN) 597-4566 or 597-8388 (Fax) anytime day or night.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

WILLIAM J. DONAHUE, Lt Gen, USAF  
DCS/Communications and Information

Attachments:

<b>THIS BLOCK IS FOR IDENTIFICATION PURPOSES ONLY</b>		
PRINTED NAME ( <i>Last, First, Middle Initial</i> )		INITIALS ( <i>Written</i> )
		SSAN
PRINTED NAME OF CERTIFYING OFFICIAL AND WRITTEN INITIALS		
<i>N/I</i>		<i>N/I</i>
<i>N/I</i>		<i>N/I</i>
<i>N/I</i>		<i>N/I</i>
<i>N/I</i>		<i>N/I</i>
<i>N/I</i>		<i>N/I</i>
<i>N/I</i>		<i>N/I</i>
<i>N/I</i>		<i>N/I</i>
<i>N/I</i>		<i>N/I</i>
<i>N/I</i>		<i>N/I</i>
<i>N/I</i>		<i>N/I</i>

## QUALITATIVE REQUIREMENTS

PROFICIENCY CODE KEY		
	SCALE VALUE	DEFINITION: The individual
TASK PERFORMANCE LEVELS	1	Can do simple parts of the task. Needs to be told or shown how to do most of the task. (EXTREMELY LIMITED)
	2	Can do most parts of the task. Needs only help on hardest parts. (PARTIALLY PROFICIENT)
	3	Can do all parts of the task. Needs only a spot check of completed work. (COMPETENT)
	4	Can do the complete task quickly and accurately. Can tell or show others how to do the task. (HIGHLY PROFICIENT)
*TASK KNOWLEDGE LEVELS	a	Can name parts, tools, and simple facts about the task. (NOMENCLATURE)
	b	Can determine step by step procedures for doing the task. (PROCEDURES)
	c	Can identify why and when the task must be done and why each step is needed. (OPERATING PRINCIPLES)
	d	Can predict, isolate, and resolve problems about the task. (ADVANCED THEORY)
**SUBJECT KNOWLEDGE LEVELS	A	Can identify basic facts and terms about the subject. (FACTS)
	B	Can identify relationship of basic facts and state general principles about the subject. (PRINCIPLES)
	C	Can analyze facts and principles and draw conclusions about the subject. (ANALYSIS)
	D	Can evaluate conditions and make proper decisions about the subject. (EVALUATION)
EXPLANATIONS		
<p>* A task knowledge scale value may be used alone or with a task performance scale value to define a level of knowledge for a specific task. (Example: b and 2b)</p> <p>** A subject knowledge scale value is used alone to define a level of knowledge for a subject not directly related to any specific task, or for a subject common to several tasks.</p> <p>- This mark is used alone instead of a scale value to show that no proficiency training is provided in the course or CDC.</p> <p>X This mark is used alone in course columns to show that training required but not given due to limitations in resources.</p> <p>NOTE: All tasks and knowledge items shown with a proficiency code are trained during war time.</p>		

1. TASKS KNOWLEDGE AND TECHNICAL REFERENCES	2. CORE TASKS	3. Certification For OJT					4. Proficiency Codes Used To Indicate Training/Information Provided (See Note)					
		A	B	C	D	E	A 3 Skill Level		B 5 Skill Level		C 7 Skill Level	
		Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certified Initials	(1) Course	(2) CDC	(1) Course	(2) CDC	(1) Course	(2) CDC
<p>***Ability to keyboard 25 wpm is required for 3-level</p> <p>Note 1: Users are responsible for annotating training references (TR) to identify current references pending STS revision.</p> <p>Note 2: Core tasks are identified with an * in column 2.</p> <p>Note 3: Core knowledge tasks are identified with ** in column 2.</p>												
1. INFORMATION ASSURANCE												
1.1 Communications Security (COMSEC) TR: AFD 31-4; AFI 31-401 AFPD 33-2												
1.2. Operation Security (OPSEC) TR: AFD 10-11; AFI 10-1101												
1.3. Computer Security TR: AFD 33-2, 33-202							2b			B	-	B
1.4. Emission Security TR: AFD 33-2, 33-203							A			A	-	-
1.5. Access Security Awareness Training and Education (SATE) TR: AFI 33-204							1a			A	-	-
1.6. Information Warfare							A			-	B	-
2. AF OCCUPATIONAL SAFETY AND HEALTH (AFOSH) PROGRAM TR: AFD 91-3; AFI 91-301												
2.1. Hazards of AFSC 3AOX1							A			-	-	-
2.2. AFOSH standards for AFSC 3AOX1							-			-	-	-
2.3. Maintain safe work area							-			-	-	-
3. SUPERVISION TR: AFI 36-2103 and 36-2403												
3.1. Orient newly assigned personnel							-			-	-	-
3.2. Assign personnel to work area							-			-	-	-
3.3. Plan work assignments and priorities							-			-	-	-
3.4. Schedule work assignments							-			-	-	-
3.5. Establish												
3.5.1. Work methods							-			-	-	-
3.5.2. Control							-			-	-	-
3.5.3. Performance standards							-			-	-	-
3.6. Evaluate work performance							-			-	-	-
3.7. Provide performance feedback to subordinate personnel							-			-	-	-

1. TASKS KNOWLEDGE AND TECHNICAL REFERENCES	2. CORE TASKS	3. Certification For OJT					Proficiency Codes Used To Indicate Training/Information Provided (See Note)					
		A	B	C	D	E	A 3 Skill Level		B 5 Skill Level		C 7 Skill Level	
		Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certified Initials	(1) Course	(2) CDC	(1) Course	(2) CDC	(1) Course	(2) CDC
3. SUPERVISION (Cont)												
3.8. Counsel personnel and <b>help</b> resolve individual's problems							-			-	-	-
3.9. Initiate action to correct substandard performance by personnel							-			-	-	-
4. TRAINING TR: AFD 36-22; AFI 36-2201, <b>3A0X1 Qualification Training Guide (QTG)</b>							-			-	-	-
4.1. Evaluate personnel to determine need for training							-			-	-	-
4.2. Plan and supervise OJT												
4.2.1. Prepare job qualification standards							-			-	-	-
4.2.2. Conduct training							-			-	-	-
4.2.3. Counsel trainees on their progress							-			-	-	-
4.3. Maintain training records							-			-	-	-
4.4. Evaluate effectiveness of training programs							-			-	-	-
4.5. Recommend personnel for training							-			-	-	-
<b>4.6. 3A0X1 QTG</b>							-			-	-	-
5. INFORMATION MANAGEMENT (IM) CAREER FIELD TR: AFMAN 36-2108, 37-104, AFI <b>33-101</b> , 37-102, 38-101, AFI 32-7045, AFD 37-1, 3A0X1 CFETP, and WMP 1 Annex <b>D</b> , <b>Annex U</b> , AFMAN <b>10-401 Vol 1</b>												
5.1. <b>Doctrine and Legal Frame Work</b>							A			A	-	B
5.2. Information Managers Processes							A			A	-	-
5.3. Structure of <b>Information Managers' career field</b>							A			A	-	-
5.4. Specific duties and responsibilities							A			A	-	-
<b>5.5. Wartime Skills</b>							-			-	-	-
5.6. Environmental Compliance							-			-	-	-
5.7. Life Cycle Management							A			-	-	-
5.8. Emerging Technologies							A			-	A	-
5.9. Core Competencies							A			-	-	-
<b>6. KEYBOARDING</b>	*						***			-	-	-
7. BUSINESS PROCESSES TR: AFD 37-1, AFI 33-112, 33-114, 33-115, Vol 1&2, AFMAN 37-104, 37-121, <b>37-126, DODD 8000.1-AF SUP User Manuals, WGM CBT's, WGA Exportable Courses</b>												
7.1. Workgroup Administration	*											

C1

1. TASKS KNOWLEDGE AND TECHNICAL REFERENCES	2. CORE TASKS	3. Certification For OJT					Proficiency Codes Used To Indicate Training/Information Provided (See Note)					
		A	B	C	D	E	A 3 Skill Level		B 5 Skill Level		C 7 Skill Level	
		Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certified Initials	(1) Course	(2) CDC	(1) Course	(2) CDC	(1) Course	(2) CDC
7. BUSINESS PROCESSES (Cont)												
7.1.1. Install/Configure Peripherals	*											
7.1.1.1. Magnetic Disk Drive							2b			A	-	-
7.1.1.2. Circuit Boards							2b			A	-	-
7.1.1.3. Keyboard							b			A	-	-
7.1.1.4. Printer							2b			A	-	-
7.1.1.5. Tape Drive							b			A	-	-
7.1.1.6. Optical Storage Media							b			A	-	-
7.1.1.7. Optical Scanning Device							b			A	-	-
7.1.1.8. Pointer Devices							b			A	-	-
7.1.1.9. Monitor							b			A	-	-
7.1.1.10. CPU							b			A	-	-
7.1.2. Perform System Startup/Shutdown												
7.1.2.1. Personal Computer Procedures	*						2b			-	-	-
7.1.2.2. Network Server Procedures							b			-	-	-
7.1.3. Software(Intermediate level required for 5-level and 7-level)												
7.1.3.1. Use Word-processing	*						2b			-	-	-
7.1.3.2. Use Database	*						2b			-	-	-
7.1.3.3. Use Spreadsheet	*						2b			-	-	-
7.1.3.4. Use Graphic presentation	*						2b			-	-	
7.1.3.5. Use Anti-Virus Software	*						2b			-	A	A
7.1.3.6. Use File Compression Software	*						2b			-	A	-
7.1.3.7. Software/Hardware Accountability TR: AFI 33-113, 33-114, 33-115 Vol 1,2	**						A			-	B	-
7.1.3.8. Install/Configure Software	*						2b			-	-	-
7.1.3.9. Use Email	*						2b			B	-	-
7.1.3.10. Use electronic forms	*						2b			-	-	-
7.1.4. Client Workstation Configuration Management	*											
7.1.4.1. Create Directory							2b			-	-	-
7.1.4.2. Modify Directory							2b			-	-	-
7.1.4.3. Delete Directory							2b			-	-	-
7.1.4.4. Transfer Files/FTP							2b			-	2b	-
7.1.4.5. Use Operating System							2b			-	-	-
7.1.4.6. Create Boot Disk							2b			-	-	-
7.1.4.7. Format Hard Drive							b			-	-	-



1. TASKS KNOWLEDGE AND TECHNICAL REFERENCES	2. CORE TASKS	3. Certification For OJT					Proficiency Codes Used To Indicate Training/Information Provided (See Note)					
		A	B	C	D	E	A 3 Skill Level		B 5 Skill Level		C 7 Skill Level	
		Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certified Initials	(1) Course	(2) CDC	(1) Course	(2) CDC	(1) Course	(2) CDC
7. BUSINESS PROCESSES (cont)												
7.1.4.8. Partition Hard Drive							b			-	-	-
7.1.4.9. Check Available Disk Space							2b			-	-	-
7.1.4.10. Back-up Hard Drive							2b			-	-	-
7.1.4.11. Restore Hard Drive							b			-	-	-
7.1.5. Database Management	*											
7.1.5.1. Update Database							2b			-	-	-
7.1.5.2. Import/Export Data							2b			-	-	-
7.1.5.3. Recover Database							2b			-	-	-
7.1.5.4. Backup Database							2b			-	-	-
7.1.6. Email/Network Addressing							A			-	-	-
7.1.7. Initial System Diagnostics	*											
7.1.7.1. Recover from System Crash							b			-	2b	-
7.1.7.2. Check Files for Corruption							b			-	2b	-
7.1.8. Risk Analysis							-			A	B	B
7.1.9. Workgroup Manager (WM)/ Operationalizing and Professionalizing the Network (OPTN) TR: AFI 33-115 Vol 1&2, AFPD 33-1												
7.1.9.1. Network Management Hierarchy							A			-	-	A
7.1.9.2. Network Concepts							A			-	-	A
7.1.9.3. Network Architecture							A			-	-	A
7.1.9.4. User Account Management							2b			-	B	-
7.1.9.5. File Management							A			-	B	-
7.1.9.6. Print Management							A			-	B	-
7.1.9.7. Server Administration							-			-	-	-
7.1.9.8. Data Backup							-			-	-	-
7.1.10. Web Page TR: AFI 33-129	*											
7.1.10.1. Development							2b			-	2b	-
7.1.10.2. Use/Management							2b			-	3b	B
7.1.11. Operationalizing & Professionalizing the Network (OPTN)												
7.1.11.1. Network Operation Security Center (NOSC) Familiarization							A			A	-	-
7.1.11.2. Network Control Center (NCC)							A			A	-	-
7.1.11.3. Combat Information Transfer System (CITS)							A			A	-	-

1. TASKS KNOWLEDGE AND TECHNICAL REFERENCES	2. CORE TASKS	3. Certification For OJT					Proficiency Codes Used To Indicate Training/Information Provided (See Note)					
		A	B	C	D	E	A 3 Skill Level		B 5 Skill Level		C 7 Skill Level	
		Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certified Initials	(1) Course	(2) CDC	(1) Course	(2) CDC	(1) Course	(2) CDC
7. BUSINESS PROCESSES (cont)												
7.1.11.4. Global Command and Control Systems (GCCS)							A			A	-	-
7.1.11.5. Global Combat Support Systems (GCSS)							A			A	-	-
7.1.11.6. Joint Technical Architecture (JTA) – Air Force TR: (AFTTP (I) 3-2.22)							-			-	A	-
7.1.11.7. Theater Deployable Communications (TDC)							A			-	-	-
7.1.12. Facsimile machines							-			-	-	-
7.1.13. Copier							-			-	-	-
7.2. Correspondence Management TR: AFMAN 37-126, AFI 33-119							A			B	-	-
7.3. Suspense Actions TR: AFMAN 37-126							A			-	-	-
7.4. Prepare Administrative Communications TR: AFI 33-119 and 37-121, AFMAN 37-126 and 37-127, AFDIR 37-135, AFH 33-337, AFI 33-128	*											
7.4.1. Official Memorandum							2b			B	-	-
7.4.2. Other written communications							2b			B	-	-
7.4.3. Electronic Messages							2b			B	-	-
7.5. Administrative Orders TR: AFI 65-103, AFI 33-328												
7.5.1. Type of Orders							A			B	-	-
7.5.2. Authentication methods							A			B	-	-
7.6. Activity Distribution/Action Office (ADO/AAO) TR: DOD 4525.8M/AF SUP DOD 4525.6M AFPD 31-4, AFI 31-401, 37-129												
7.6.1. Mail classes							A			A	-	-
7.6.2. Process accountable mail	*						a			A	-	-
7.6.3. Process official mail	*						a			A	-	-
7.6.4. Process classified mail	*						a			A	-	-
7.7. Document Security TR: AFPD 31-4 & 33-2; AFI 31-401												
7.7.1. Security classification designations							A			B	-	B
7.7.2. Classified material												
7.7.2.1. Marking							a			B	-	-
7.7.2.2. Safekeeping							a			B	-	-
7.7.2.3. Security incidences							a			B	-	-
7.7.2.4. Access							a			B	-	-

1. TASKS KNOWLEDGE AND TECHNICAL REFERENCES	2. CORE TASKS	3. Certification For OJT					Proficiency Codes Used To Indicate Training/Information Provided (See Note)					
		A	B	C	D	E	A 3 Skill Level		B 5 Skill Level		C 7 Skill Level	
		Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certified Initials	(1) Course	(2) CDC	(1) Course	(2) CDC	(1) Course	(2) CDC
7. BUSINESS PROCESSES (cont)												
7.7.2.5. Accountability	*						a			B	-	-
7.7.2.6. Transmission	*						a			B	-	-
7.7.2.7. Disposal	*						a			B	-	-
7.8. Records Management TR: AFMAN 37-123, AFMAN 37-139, AFI 37-138												
7.8.1. Prepare automated files maintenance disposition plan	*											
7.8.1.1. File maintenance & disposition							2b			B	-	-
7.8.1.2. Files disposition labels							a			B	-	-
7.8.1.3. File folder labels							a			B	-	-
7.8.2. File drawer labels							b			-	-	-
7.8.3. File documents	*						2b			B	-	-
7.8.4. Cross-reference documents							-			A	-	-
7.8.5. Retrieve documents	*						2b			B	-	-
7.8.6. Charge-out procedures							-			A	-	-
7.8.7. Cutoff procedures	**						A			B	-	B
7.8.8. Disposition Procedures	**						A			B	-	B
7.8.9. Freedom of Information Act (FOIA) Responsibilities TR: DODR 5400.7/AF SUP, AFI 33-131	**						A			B		B
7.8.10. Privacy Act material TR: AFI 37-132 AFDIR 37-144	**											
7.8.10.1. Access							A			B	-	B
7.8.10.2. Protection							A			B	-	B
7.8.10.3. Disposal							A			B	-	B
7.8.11. For Official Use Only (FOUO) TR: DODR 5400.7/AF Sup												
7.8.11.1. Access							A			B	-	B
7.8.11.2. Protection							A			B	-	B
7.8.11.3. Disposal							A			B	-	B
7.8.12. Electronic Records Keeping TR: AFMAN 37-123	**						A			A	1a	-
7.9. Structure of Publications							A			B	-	-
7.10. Use Publication Libraries TR: AFIND 2: AFI 37-160 Vol 7	*						2b			A	-	-
7.11. Maintains publications							b			B		

1. TASKS KNOWLEDGE AND TECHNICAL REFERENCES	2. CORE TASKS	3. Certification For OJT					Proficiency Codes Used To Indicate Training/Information Provided (See Note)					
		A	B	C	D	E	A 3 Skill Level		B 5 Skill Level		C 7 Skill Level	
		Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certified Initials	(1) Course	(2) CDC	(1) Course	(2) CDC	(1) Course	(2) CDC
7. BUSINESS PROCESSES (cont)												
7.12. Customer Accounts Representative Responsibilities	**						A			A	-	-
7.13. Information Resource Management TR: AFI 33-389, AFMAN 37-104, DODD-8000.1; DODM 8020.1							-			-	-	A
7.14. Mission needs statement TR: AFI 10-601, AFD 10-1							-			-	-	A
8. POSTAL AUGMENTEE ORIENTATION TR: AFPAM 37-305							-			A	-	-
9. RECORDS MANAGEMENT PROGRAM TR: AFI 33-322, AFD 37-1, AFMAN 37-104 and 37-123, Title 44, USC												
9.1. Program objectives							A			A	-	B
9.2. Responsibilities							A			A	-	B
9.3. Supplies and equipment TR: AFI 37-123							-			-	-	-
9.4. Records Information Management System (RIMS) TR: AFI 37-123 and User Help Manual							-			A	-	-
9.5. Staging area operations TR: AFI 37-138							-			A	-	-
9.6. Records disposition recommendations TR: AFI 37-138; AFMAN 37-139							-			A	-	A
9.7. Federal Register Requirements TR: AFI 37-120							-			-	-	A
9.8. Publications review												
9.8.1. Privacy Act compliance TR: AFI 37-132							-			A	-	-
9.8.2. Creation of records TR: AFI 37-123							-			A	-	-
9.8.3. Disposition of records TR: AFMAN 37-139, AFI 37-138							-			A	-	-
9.8.4. Information Collection Report Control Symbols TR: AFI 37-124							-			A	-	-
9.9. FOIA Program TR: DoD 5400.7/AF Sup, AFI 33-131							-			A	-	-
9.9.1. Objectives							-			A	-	-
9.9.2. Process							A			A	-	B
9.10. Privacy Act (PA) Program TR: AFI 37-132; AFD 37-144												
9.10.1. Process							-			A	-	-
9.10.2. Objective							-			A	-	-

1. TASKS KNOWLEDGE AND TECHNICAL REFERENCES	2. CORE TASKS	3. Certification For OJT					Proficiency Codes Used To Indicate Training/Information Provided (See Note)					
		A	B	C	D	E	A 3 Skill Level		B 5 Skill Level		C 7 Skill Level	
		Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certified Initials	(1) Course	(2) CDC	(1) Course	(2) CDC	(1) Course	(2) CDC
10. ADMINISTRATIVE COMMUNICATIONS PROGRAM MANAGEMENT TR: AFMAN 37-104 and AFMAN 37-126												
10.1. Program objective							A			A	-	B
10.2. Responsibilities							A			A	-	B
10.3. Correspondence management							-			A	-	-
10.4. Authentication process TR: AFI 37-121, AFI 33-119							-			A	-	-
10.5. Official mail management TR: AFMAN 37-126, DOD 4525.8M/AF Sup; DOD Postal Manual Vol I & II												
10.5.1. Base Information Transfer System							A			A	-	-
10.5.2. Document security							-			A	-	-
10.5.3. Categorical Address Management/ Distribution							-			A	-	-
10.6. Air Force standard office symbol program TR: AFMAN 37-127							-			-	-	-
10.7. Electronic mail management TR: AFMAN 37-126, AFI 33-119							-			A	-	A
10.8. Address Indicating Group (AIG) TR: AFMAN 37-126							-			A	-	-
10.9. Code Words and Nicknames TR: DoD 5200.1-R, Ch 8							-			-	-	-
11. PUBLICATIONS MANAGEMENT PROGRAM TR: AFMAN 37-104, AFI 33-360 Vol 1, AFIND 2												
11.1. Program objectives							A			A	-	B
11.2. Responsibilities							A			A	-	B
11.3. Numbering process							A			A	-	-
11.4. Publications preparation							-			A	-	-
11.5. Record sets of publication	**						-			A	-	-
11.6. Publications review							-			A	-	-
11.7. Electronic Publishing							A			A	-	B
12. FORMS MANAGEMENT PROGRAM TR: AFMAN 37-104, AFIND 9, AFI 37-160 Vol 8												
12.1. Program objectives							A			A	-	B
12.2. Responsibilities							A			A	-	B
12.3. Categories of forms							A			A	-	-
12.4. Forms design							-			A	-	-
12.5. Numbering process							-			A	-	-

1. TASKS KNOWLEDGE AND TECHNICAL REFERENCES	2. CORE TASKS	3. Certification For OJT					Proficiency Codes Used To Indicate Training/Information Provided (See Note)					
		A	B	C	D	E	A 3 Skill Level		B 5 Skill Level		C 7 Skill Level	
		Tng Start	Tng Complete	Trainee Initials	Trainer Initials	Certified Initials	(1) Course	(2) CDC	(1) Course	(2) CDC	(1) Course	(2) CDC
12. FORMS MANAGEMENT PROGRAM (Cont)												
12.6. Record sets of forms	**						-			A	-	-
12.7. Forms review							-			A	-	-
13. PUBLICATIONS AND FORMS DISTRIBUTION PROGRAM MGMT TR: AFIND 2 & 9; AFMAN 37-104 & 37-161												
13.1. Program objective							A			A	-	B
13.2. Responsibilities							A			A	-	B
13.3. Types of distribution used for publications							A			A	-	-
13.4. Publishing distribution system							-			A	-	-
13.5. Publishing bulletin							-			A	-	-
13.6. Publishing Distribution Office System (PDOS)							-			-	-	-
13.7. Publishing Distribution Office (PDO)												
13.7.1. Procedures							-			A	-	-
13.7.2. Publications requirements							-			A	-	-
13.7.3. Publications and forms Requisitions							-			A	-	-
13.7.4. Accountable forms control							-			A	-	-
14. FUNCTIONAL MANAGEMENT TR: AFMAN 37-104, AFI 33-101												
14.1. Responsibilities							-			-	B	A
14.2. Manpower Management							-			-	-	-
14.3. Personnel Management							-			-	-	-
14.4. Financial Resources							-			-	-	-
15. WARTIME/CONTINGENCY OPERATIONS TR: AFI 33-101, AFMAN 10-401 Vol 1 and 2, WMP-1 Annex D, K, and U, Joint Task Force Information Plan, AF Form 209 (AFTTP(I) 3-2.22)												
15.1. Responsibilities/Skills	**						A			-	B	A
15.2. Planning							-			-	B	A
15.3. Resource identification							-			-	B	-
15.4. Deployment and Sustainment Support Requirements							-			-	A	-
15.5. IM Support Annex							-			-	B	A
15.6. Operate Office Information System							-			-	2b	-

[illegible]

## ***Section B - Course Objective List***

**4. Measurement.** Each objective is indicated as follows: **W** indicates task or subject knowledge which is measured using a written test, **PC** indicates required task performance which is measured with a performance progress check, and **PC/W** indicates separate measurement of both knowledge and performance elements using a written test and a performance progress check.

**5. Standard.** The minimum standard is 70% on written examinations. Standards for performance measurement are indicated in the objective and delineated on the individual progress checklist. Instructor assistance is provided as needed during the progress check, and students may be required to repeat all or part of the behavior until satisfactory performance is attained.

**6. Proficiency Level.** Most task performance is taught to the “2b” proficiency level which means the student can do most parts of the task, but does need assistance on the hardest parts of the task (partially proficient). The student can also determine step by step procedures for doing the task.

**7. Course Objectives.** These objectives are listed in the sequence taught by Block of Instruction.

### **7.1. Initial Skills Course:**

#### **7.1.1. Block I. Computer Configuration, Introduction to IM Career Field**

##### 1a. Orientation

2a. Using a computer, typing tutor software, keyboard 25 words per minute with no more than 5 errors on 1 of 3, 5 minute timed typing. STS: 6. Measurement: PC

3a. Identify basic facts concerning hazards of AFSC 3A0X1. STS: 2.1. Measurement: W

3b. Identify basic facts concerning computer security. STS: 1.3. Measurement: W

3c. Identify basic facts concerning software/hardware accountability/control. STS: 7.1.3.7. Measurement: W

3d. Using windows, perform microcomputer start-up procedures in accordance with a locally devised checklist. STS: 7.1.2.1. Measurement: PC

3e. Using Windows operating system, perform graphical user interface functions in accordance with a locally devised checklist. STS: 7.1.4.5. Measurement: PC

4a. Identify basic facts about doctrine and legal framework. STS: 5.1. Measurement: W



4b. Identify specific duties and responsibilities of the Information Management career field. STS: 5.4. Measurement: W

4c. Identify facts pertaining to the structure of the Information Management career field. STS: 5.3. Measurement: W

4d. Identify facts concerning the Information Manager's process. STS: 5.2. Measurement: W

5a. Identify basic facts about the Communication and Information Annual Awards. STS: 16. Measurement: W

6a. Identify basic facts about Information Warfare. STS: 1.6. Measurement: W

6b. Identify responsibilities/skills pertaining to wartime skills of the Information Management career field. STS: 15.1. Measurement: W

6c. Identify basic facts concerning Information Management and Postal Core Competencies in relation to the Air Force Core Competencies. STS: 5.9. Measurement: W

7a. Identify and recall basic steps concerning initial system diagnostics. STS: 7.1.7.1, 7.1.7.2. Measurement: W

7b. Determine procedures and install/configure peripherals on a microcomputer system using a locally devised checklist. STS: 7.1.1.1, 7.1.1.2, 7.1.1.3, 7.1.1.4, 7.1.1.5, 7.1.1.6, 7.1.1.7, 7.1.1.8, 7.1.1.9, 7.1.1.10. Measurement: PC/W

8a. Identify basic facts concerning the Air Force Information Assurance. STS: 1.3, 1.4. Measurement: W

### **7.1.2. Block II. Networking and Software**

1a. Using a computer, typing tutor software, keyboard 25 words per minute with no more than 5 errors on 1 of 3, 5 minute timed typing. STS: 6. Measurement: PC

2a. Identify basic facts concerning Network Architecture (Levels of Responsibilities). STS: 7.1.9.3. Measurement: W

2b. Identify basic facts concerning Network Concepts. STS: 7.1.9.2. Measurement: W

2c. Using Windows, perform file management functions in accordance with a locally devised checklist. STS: 7.1.4.1, 7.1.4.2, 7.1.4.3, 7.1.4.6. Measurement: PC

2d. Determine step-by-step procedures for network startup and shutdown. STS: 7.1.2.2. Measurement: W

2e. Identify basic facts concerning the management of nodes on a network. STS: 7.1.9.6. Measurement: W

2f. Using approved software, transfer files on a local network in accordance with a locally devised checklist. STS: 7.1.4.4, 7.1.9.5. Measurement: PC/W

2g. Using approved software, perform database management functions in accordance with a locally devised checklist. STS: 7.1.5.1, 7.1.5.2, 7.1.5.3, 7.1.5.4. Measurement: PC

2h. Identify basic facts concerning E-mail and Network addressing. STS: 7.1.6. Measurement: W

3a. Determine procedures for utilizing anti-virus software in accordance with a locally devised checklist. STS: 7.1.3.5. Measurement: PC/W

4a. Determine available space on drives in accordance with a locally devised checklist. STS: 7.1.4.9. Measurement: PC

4b. Using a computer, install and configure software in accordance with a locally devised checklist. STS: 7.1.3.8. Measurement: PC

### **7.1.3. Block III. Information Management Functions**

1a. Using a computer, typing tutor software, keyboard 25 words per minute with no more than 5 errors on 1 of 3, 5 minute timed typing. STS: 6. Measurement: PC

2a. Using a desktop information management program, learn to organize and share information electronically in accordance with a locally devised checklist. STS: 7.1.3.9. Measurement: PC

2b. Using word processing software, prepare documents in accordance with a locally devised checklist. STS: 7.1.3.1. Measurement: PC

2c. Using a web browser, locate authorized sites in accordance with a locally devised checklist. STS: 7.1.10.2. Measurement: PC

3a. Identify facts concerning Information Management Life Cycle Planning. STS: 5.7. Measurement: W

4a. Identify elements of the Administrative Communications Management Program. STS: 10.1, 10.2. Measurement: W

4b. Identify facts pertaining to correspondence management. STS: 7.2. Measurement: W

4c. Using reference material provided prepare and quality control an Air Force Official Memorandum in accordance with a locally devised checklist. STS: 7.4.1. Measurement: PC/W

4d. Using reference material provided prepare and quality control other written administrative communications in accordance with a locally devised checklist. STS: 7.4.2. Measurement: PC/W

5a. Identify facts pertaining to suspense actions. STS: 7.3. Measurement: W

6a. Using database software, created a database, table, form, report, and queries in accordance with locally devised checklist. STS: 7.1.3.2. Measurement: PC

7a. Identify elements of the Records Management Program. STS: 9.1, 9.2. Measurement: W

7b. Identify basic facts concerning cut off and disposition procedures. STS: 7.8.7, 7.8.8. Measurement: W

7c. Identify and recall basic facts pertaining to disposition, folder, and drawer labels. STS: 7.8.1.2, 7.8.1.3, 7.8.2. Measurement: W

7d. Prepare an automated file maintenance and disposition plan in accordance with a locally devised checklist. STS: 7.8.1.1. Measurement: PC

7e. Using material provided, file documents in accordance with a locally devised checklist. STS: 7.8.3. Measurement: PC

7f. Using material provided, retrieve documents in accordance with a locally devised checklist. STS: 7.8.5. Measurement: PC

7g. Identify basic facts about Electronic Records Keeping. STS: 7.8.12. Measurement: W

#### **7.1.4. Block IV. Publications, Forms, Messages, Document Security, and Mail Handling**

1a. Using a computer, typing tutor software, keyboard 25 words per minute with no more than 5 errors on 1 of 3, 5 minute timed typing. STS: 6. Measurement: PC

2a. Identify elements of the Publications Management Program. STS: 11.1, 11.2. Measurement: W

2b. Identify facts pertaining to the structure of publications. STS 7.9. Measurement: W

2c. Identify basic facts concerning electronic publishing. STS 11.7. Measurement: W

2d. Identify facts pertaining to the numbering process. STS: 11.3. Measurement: W

2e. Using a web browser or CD-ROM access and use publication libraries in accordance with locally devised checklist. STS: 7.10. Measurement: PC/W

2f. Identify procedures for maintaining publications. STS: 7.11. Measurement: W

- 3a. Identify elements of the publications and forms distribution program. STS: 13.1, 13.2.  
Measurement: W
- 3b. Identify the basic types of distribution used for publications. STS: 13.3. Measurement: W
- 3c. Identify basic facts concerning Customer Account Representative responsibilities. STS:  
7.12. Measurement: W
- 4a. Identify basic facts of the Forms Management Program. STS: 12.1, 12.2. Measurement: W
- 4b. Identify facts concerning categories of forms. STS: 12.3. Measurement: W
- 5a. Using electronic form software, perform electronic forms operations in accordance with a  
locally devised checklist. STS: 7.1.3.10. Measurement: PC
- 6a. Identify types of administrative orders. STS: 7.5.1. Measurement: W
- 6b. Identify the authentication methods of administrative order. STS: 7.5.2. Measurement: W
- 7a. Using spreadsheet software, create a spreadsheet in accordance with a locally devised  
checklist. STS: 7.1.3.3. Measurement: PC
- 8a. Using reference material provided prepare and quality control a message in accordance with  
a locally devised checklist. STS: 7.4.3. Measurement: PC/W
- 9a. Identify authorized security classification designations. STS: 7.7.1. Measurement: W
- 9b. Identify and recall basic facts concerning document security. STS: 7.7.2.1, 7.7.2.2, 7.7.2.3,  
7.7.2.4, 7.7.2.5, 7.7.2.6, 7.7.2.7. Measurement: W
- 9c. Identify facts pertaining to the Freedom of Information Act Program. STS: 9.9.2, 7.8.9.  
Measurement: W
- 9d. Identify facts concerning the Privacy Act Program. STS: 7.8.10.1, 7.8.10.2, 7.8.10.3.  
Measurement: W
- 9e. Identify facts concerning For Official Use Only. STS: 7.8.11.1, 7.8.11.2, 7.8.11.3.  
Measurement: W
- 10a. Identify facts pertaining to the Base Information Transfer System. STS: 10.5.1.  
Measurement: W
- 10b. Identify basic facts concerning mail classes. STS: 7.6.1. Measurement: W

10c. Identify and recall basic facts pertaining to processing accountable, official, and classified mail. STS: 7.6.2, 7.6.3, 7.6.4. Measurement: W

### **7.1.5. Block V. Graphics, OPTN, Web Page, and Computer Recourse Management**

1a. Using graphics software, prepare an electronic slide presentation in accordance with a locally devised checklist. STS: 7.1.3.4. Measurement: PC

2a. Identify basic facts concerning Operationalizing and Professionalizing the Network. STS: 7.1.9.1, 7.1.11.1, 7.1.11.2, 7.1.11.3, 7.1.11.4, 7.1.11.5, 7.1.11.7. Measurement: W

2b. Identify basic facts concerning Emerging Technologies for Air Force networks. STS: 5.8. Measurement: W

3a. Using web page development software, develop and manage a web page in accordance with a locally devised checklist. STS: 7.1.10.1. Measurement: PC

4a. Using a computer, access Security Awareness Training, and Education (SATE) site, complete the SATE standard computerized test. STS: 1.5. Measurement: PC

5a. Identify and recall basic steps concerning formatting, partitioning, and restoring a hard drive. STS: 7.1.4.7, 7.1.4.8, 7.1.4.11. Measurement: W

5b. Using approved software, compress and decompress files in accordance with a locally devised checklist. STS: 7.1.3.6, 7.1.4.10. Measurement: PC

5c. Using windows, perform computer security operations in accordance with locally devised checklist. STS: 1.3. Measurement: PC/W

5d. Create and manage user accounts in accordance with a locally devised checklist. STS: 7.1.9.4. Measurement: PC/W

## **7.2. Advanced Skills Course:**

### **7.2.1. BLOCK I. The New Path**

#### Unit 2 Functional Management Responsibilities

2a. Identify basic facts concerning functional management responsibilities. STS: 14.1 Meas: W

#### Unit 3 War and Contingency Operations

3a. Identify basic facts concerning wartime/contingency operations of information management personnel.

STS: 15.1 15.2 Meas: W

3b. Identify basic facts concerning an information management support annex.

STS: 15.6 Meas: W

3c. Identify basic facts concerning resource identification and wartime skills necessary for deployment and sustainment.

STS: 15.3 15.4 15.5 Meas: W

#### Unit 4 Emerging Technologies and Information Warfare

4a. Identify basic facts concerning emerging technologies.

STS: 5.8 Meas: W

4b. Identify basic facts concerning information warfare.

STS: 1.6 Meas: W

#### Unit 5 Electronic Records Keeping

5a. Using an electronic record keeping system, perform specified record keeping functions in accordance with a locally devised checklist.

STS: 7.8.12 7.1.9.5 Meas: PC

### 7.2.2. **BLOCK II.** Network and Risk Analysis

#### Unit 1 Internet and Web **Page Development**

1a. Using an internet search engine and handout, access three world wide web locations and perform specified management functions in accordance with a locally devised checklist.

STS: 7.1.10.2 Meas: PC

1b. Using a computer, study guide, and student instructions develop a web page in accordance with a locally devised checklist.

STS: 7.1.10.1 7.1.10.2 Meas: PC

1c. Using a computer, previously prepared web page, and study guide modify web page in accordance with a locally devised checklist.

STS: 7.1.10.2 Meas: PC

#### Unit 2 Network and Risk Analysis

2a. Identify basic facts and relationships of Networks, Risk Analysis, and Software Control

STS: 7.1.9.6 7.1.3.7 7.1.8 Meas: W

2b. Identify basic facts concerning Joint Technical Architecture and solutions for controlling and inspecting network operations.

STS: 7.1.11.6 Meas: W

### Unit 3 Initial System Diagnostics

3a. Using a computer, study guide and student instructions, perform system file recovery in accordance with locally devised checklist.

STS: 7.1.7.1 7.1.3.6 Meas: PC

3b. Using a computer, study guide and student instructions, check files for corruption in accordance with locally devised checklist.

STS: 7.1.7.2 7.1.3.5 Meas: PC

### Unit 4 Computer and LAN Operations

4a. Using a computer, study guide and student instruction, operate an electronic information system in accordance with locally devised checklist.

STS: 15.7 7.1.4.4 7.1.9.4 Meas: PC

### *Section C - Support Materials*

**NOTE:** There are currently no support material requirements. This area is reserved.

### *Section D - Training Course Index*

**8. Purpose.** This section of the CFETP identifies training courses available for the specialty and shows how the courses are used by each MAJCOM in their career field training programs. Refer to AFCAT 36-2223, USAF Formal Schools, for information on all courses listed on this index.

### **9. Air Force In-Residence Courses**

<b><u>COURSE NUMBER</u></b>	<b><u>TITLE</u></b>	<b><u>LOCATION</u></b>
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E3ABR3A031 003	Information Management Apprentice	Keesler
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Course addresses microcomputer operations to include workgroup administration and workgroup management, OPTN, and web page development/management (see abbreviations and terms); use of other office equipment; life cycle handling of publications, forms correspondence, and e-mail and their appropriate format; records management; mail handling; and IM career field. Individual will also learn keyboarding skills to graduate with at least a 25 wpm capability.

E3ACR3A071 001      Information Management Craftsman      Keesler

Course addresses life cycle management of information; emerging technologies; information warfare; wartime/contingency operations; functional management responsibilities; doctrine/legal framework, workgroup administration and web page development/management.

MCADRE 005      Information Warfare Application Course      Maxwell

The College of Aerospace Doctrine, Research, and Education at Air University is a stand up, five day, in-resident Information Warfare Application course beginning in Feb 1997. Target audience is E-3 to O-6 and appropriate DAF civilian personnel with IW related command or staff responsibilities at the unit, NAF, MAJCOM, or theater levels. The goal of the course is to provide students with the intellectual tools required to develop, plan, and apply IW concepts, ideas, and doctrine during peacetime, conflict, and war. Through lectures, seminars, practical exercises, directed readings, and computer-based lessons, students will gain a better understanding of how current and emerging technologies are impacting human decision-making in the information age.

MCADRE002      Contingency Wartime Planning Course      Maxwell

The two-week College of Aerospace Doctrine, Research, and Education at Air University is Contingency Wartime Planning Course educates airmen in grades E-5 through O-6 in the art and science of contingency war planning. Using a combination of nine in-residence courses and two mobile courses, the CWPC graduates approximately 650 students per year. Quotas for attendance may be obtained through major command quota managers or by calling the CWPC at (334)953-2638 (commercial) or DSN 493-2638.

Planning and Implementation Seminar      AFCA, Scott AFB, IL

Five-day seminar designed to provide current information to individuals assigned to the comm and info planning and implementation (SCX) function with primary focus on the base level environment. This allows individuals to obtain the appropriate knowledge level to accomplish the daily responsibilities more efficiently and effectively. Additionally, it provides instruction on current policies, procedures, and managerial techniques.

Systems and Network Management Seminar AFCA, Scott AFB, IL

Five-day seminar providing Air Force officers, senior NCOs, and civilians who manage communications and information systems and network functions an environment where they can



discuss and learn current and future policy, procedures, and issues. Prepares them to lead and manage in this dynamic and rapidly changing mission area.

#### Bridge Seminar

AFCA, Scott AFB, IL

Five-day seminar to introduce the core processes of communications and information systems management. Attendees will be introduced to current Air Force communications and information doctrine, policy, terminology, architectures, organizations structures, and key communication systems providing command and control from the desktop to the cockpit. Attendees will be provided basic information to help them prepare for assignments in the communications and information career fields.

#### WGA Exportable Course

Available through local communications squadron (IM functional managers can order single copies of course through the Toby Hanna Army Depot, PA using PIN 613567 (Address to: Joint Visual Activity, Bldg 3, Bay 3, 11 Hap Arnold Blvd, Toby Hanna PA 18466-5102)

Course provides a basic understanding of computer operations to include five modules: (1) Computer Safety and Security, (2) Hardware and Configuration, (3) Intro to Windows 95, (4) Intro to Word, Power Point, Excell and Access applications, (5) Understanding Networks. Course should be used in conjunction with classroom environment that can allow student some hands-on training.

#### CBT Courses

Local Comm Sq

Over 900 courses that cover numerous subjects that information managers need to know. Check with your base IM functional manager for details.

#### Information Resources Management Course

Go to: [www.afca.scott.af.mil/imweb](http://www.afca.scott.af.mil/imweb)

A very high-level overview of information resource management concepts and trends to DoD civilians and military personnel in the communications and information field who have not yet been exposed to concepts.

NOTE: Check with local sources for applicable courses that pertain to any area listed within this CFETP. You are highly encouraged to seek any course that will help you meet mandatory and or highly desirable subjects.

### ***Section E - MAJCOM Unique Requirements***

**NOTE:** Some MAJCOMs/FOAs/DRUs have initiated standardized training for all 3A0X1s assigned, particular in the area of Workgroup Administration and Workgroup Management. Contact your headquarters IM functional manager for specific training requirements.

## **A NOTE FROM THE 3A0X1 AFCFM AND MAJCOM/FOA/DRU 3A0X1 FUNCTIONAL MANAGERS**

### **TO: Commanders, Supervisors/Trainers, 3A0X1 Base Functional Managers**

Information managers are the only AFSC in the Air Force that are assigned in every functional area and are often supervised by a person having a different AFSC. Because of this, we need a unique approach to meet our training needs to include a job rotation program. The IM functional manager located in the communications squadron/group, facilitates the assignment, training, and utilization of information managers across the base. In order for this to work we need your help and support. We realize at times you will have to give up your “super” troop or be inconvenienced for a short time in order to provide the individual the proper training they need. In the long run you will have better trained information managers which will benefit the entire Air Force. We also ask you to please use your information managers in the way the Air Force has envisioned and trained them. Take a close look at what the job entails to see if an information manager should be doing it. We realize that there is overlap and at times you may need a multi-skilled troop. Please take into consideration that our information managers take a specialty knowledge test (SKT) based on the areas listed in their CFETP and CDCs. It will take a team effort to help our information managers keep up with the rapidly changing technology. With your help we will meet the demands and help the Air Force meet its new role of information dominance.

### **TO: Trainers, Training Managers and Certifiers**

We need your help to ensure our information managers are properly trained. As a minimum they must be able to perform and understand the core tasks and knowledge identified in this CFETP. Many bases have found unique ways of dealing with this. For example, create a list of base-wide 3A0X1s that are qualified and trained as certifiers. The communications squadron can help you identify who these people are. Another way to handle it, is to temporarily assign the trainee to this squadron to help train in a certain task. We have also developed a QTG that is available through the base IM functional manager. Trainers are encouraged to use this QTG. It is not a mandatory requirement to complete the QTG before taking the CDC exam or to be upgraded; however, it is highly recommended that trainees, supervisors, trainers, and certifiers use this tool to augment whatever training program that is currently available. Whatever avenue you choose, please ensure the training is verifiable. You play an important role in ensuring every information manager meets the training challenges of today and in the future. We need your support to succeed.

### **TO: Trainee**

It is your responsibility to ensure you do everything in your power to meet the training requirements identified in this CFETP. Take your time and read the plan thoroughly so you understand every facet of it. We challenge and highly recommend you pursue local classes, college courses, attend appropriate trade and computer shows, take the computer based instruction courses required for WM duties and read some of the numerous magazines and books that provide a wealth of knowledge about IRM. Some of these magazines can be obtained free by writing to the publisher. Don't sit back and wait to get the training you need--**Be proactive and start now!**

## ***Section F- Important information***

**1. Paperwork Reduction/Reauthorization Acts (1980, 86, 95).** These acts state government information is a valuable national resource. The acts reduced the burden of federal collection of information and the amount of paperwork government agencies create. They key on promoting greater sharing of information resources, determining if collection of information by agencies is necessary for their function, and focusing the use of information technology to support the agency mission. The acts also state each agency is responsible for its own IM and should establish a head of each agency to carry out the responsibilities of the agency relating to IM.

**2. Title 44 USC, Public Law 104-208, Clinger-Cohen Act formerly known as the **Information Technology Management Reform Act of 1996 (ITMRA)**.** The ITMRA repeals the Brooks Act and eliminates GSA's authority over Information Technology (IT) procurement. It establishes a Chief Information Officer (CIO) within each of the executive departments and a CIO Council to advise the Director of OMB. The Act holds agencies accountable for the results of their IT investments. It requires that where comparable processes and organizations exist in the public or private sector, agency IT performance be benchmarked in terms of cost, speed, productivity, etc. It creates incentives for the effective use of information technology; requires review and revision of mission processes prior to IT acquisition; and transforms the acquisition of IT to a result-oriented process. The Act maintains differentiation between information resources (IR) and National Security Systems (NSS) for oversight purposes; requires OMB to develop a process for tracking and evaluating the risks and results of all major investments in information systems; provides authority for Office of Federal Procurement Policy pilot acquisition programs; requires GSA to establish on-line access to products available through multiple award schedules; and simplifies disposal of excess computer equipment through donations to schools, libraries and universities.

**3. Office of Management and Budget (OMB) Circular A-130, Management of Federal Information Resources.** OMB Circular A-130 is a Federal regulation which implements the Paperwork Reduction Act and major portions of the ITMRA. Responsibilities of the Federal Agencies are defined for IM, IT and information security.

**4. DoDIM (DoDD 8000.1).** Established and assigns responsibility for implementation, execution, and oversight of defense IM. It governs evolution of essential elements of IM

(Functional Process Improvement, IRM, and IT. It applies to OSD and Military Departments which collect, create, use, disseminate, or dispose of data or information. Does not apply to resources that are in integral part of a weapons system. Policy is to accurately and consistently make data available to decision makers. Must be interoperable and integrated as a corporate asset.

**5. SAF Order (100.1, 110.1, 560.1) 100. 100.1.** Gave the Assistant Secretary of the Air Force for Acquisition (SAF/AQ) the responsibility of source selection authority for Information Systems resources and software and peripheral devices. Also gave SAF/AQ the general responsibility of the AF IRM program but must work in concert with the Administrative Assistant to the Secretary of Air Force (SAF/AA). *110.1* - Provide the responsibilities/authority/and duties of the Administrative Assistant to the Secretary of the Air Force. Gave SAF/AA the responsibilities of life-cycle management of information, and OPR for FOIA and PA programs. Currently in the process of being written. *560.1* - Implements and assigns responsibility for the Air Force IM program pursuant to DoDD 8000.1, Defense IM which encompasses functional process improvement, IRM, and supporting information technologies and services. It designated the SAF/AQ as the designated senior official responsibility for the Air Force IM program.

**6. Horizon Vision Documents.** In recognition of the importance of information technology for the Air Force, the HORIZON concept was developed in 1993. That first version of HORIZON focused on information architectures by advancing a vision of an integrated and responsible global infosphere supporting *Global Reach*, *Global Power* objectives. HORIZON was built as an Air Force extension of the Joint Staff's C4I for the Warrior construct for joint interoperability and sought to define, for the first time, a path to an Air Force-wide architecture for C4I systems. Each updated HORIZON expands upon the original by establishing 21st century Air Force information infrastructure objectives, and by planning for rapid integration of evolving technology with the current and future infrastructure.

**7. HQ USAF, MAJCOM/FOA/DRU, Base, and Unit Strategic Plans.** You should know what each of these documents say. Make an extra effort to find them and read them. Some of these items may be hard to get your hands on. If you can not locate them within your organization contact you local communications squadron. You may want to make yourself a copy to keep within your unit.

**8. Intercom Magazine.** An outstanding magazine specifically designed for the communications and information community. Check AFCA's web site for more information on submitting articles or to access the magazine ([www.afca.scott.af.mil/](http://www.afca.scott.af.mil/))

**9. Commercial Books.** We are not suggesting that you read every single book listed below but by reading many of these books you will have a better understanding and appreciation for the job you are doing. You can certainly add many others to this list; however, this will definitely get you on the right track.

## IM PROFESSIONAL READING LIST

Workflow Strategies	James Kobielus
Introducing Exchange	Bill Kilcullen
Every Manager's Guide to Information Technology (A glossary of key terms & concepts for today's business leaders)	Peter G. W. Keen
PC FAQs (Frequently Asked Questions)	Deborah Craig
Microsoft Computer Dictionary (Third Edition)	Microsoft Press
The Power of IT Maximizing Your Technology Investments	Timothy Braithwaite
Intranets What's the Bottom Line?	Randy Hinrichs
The Elements of E-Mail Style	Angell/Heslop
Networking Fundamentals From Installation to Application	Levy & Hartwig
Absolute Beginner's Guide to Networking	Mark Gibbs
How Computers Work	Ron White
How Networks Work	Derfler & Freed
How Intranets Work	Preston Gralla
How the Internet Works (Special Edition)	Preston Gralla
How the World Wide Web Works	Shipley & Fish
Teach Yourself Computers and the Internet Visually	IDG Books
Understanding Computers	Shedroff, Hutto, Fromm
How to Use Your Computer	Lisa Brown
The PC Upgrade Guide for Everybody	Gookin & Mullen
Upgrading & Fixing PCs for Dummies	Andy Rathbone
Business Partnering for Continuous Improvement	Poirier & Houser
The Power of Strategic Partnering	Eberhard Scheuing
The Essence of Business Process Re-engineering	Peppard & Rowland
Understanding & Applying Value-Added Assessments (Eliminating Business Process Waste)	William Trischler
The Complete Computer Trainer	Paul Clothier
How to Conduct Your Own Survey	Salant & Dillman

## TECHNICAL READING

The Complete PC Upgrade & Maintenance Guide	Mark Minasi
Microsoft Exchange in Business	Russell Borland
Field Guide to Microsoft Exchange	Stephen Nelson
Microsoft Windows Resource Kit for Operating System Ver 3.1	Microsoft Press
Microsoft Windows 95 Resource Kit	Microsoft Press
Microsoft Office 97 Resource Kit	Microsoft Press
Microsoft NT 4.0 Resource Kit	Microsoft Press
Microsoft Exchange Resource Kit	Microsoft Press
Intranet Resource Kit (Everything You Need to Create Your Intranet Today)	Osborne
TechNet CD-ROM	Microsoft

The ABCs of Outlook 97  
Back Office Bible  
Microsoft Official Intranet Solutions  
How to Keep Your Novell Network Alive  
Inside Novell 3.12 (Fourth Edition)  
Netware Training Guide: Networking Technology

Claudia Willen  
Sosinsky & Fegreus  
Microsoft Press  
Nadler & Guarnieri  
Drew Heywood  
Debra Niedermiller

**NOTE:** Books available on Exchange or NT Server may be of limited value to you depending on whether your NCC gives you administrator rights or not.